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Brown, George R.

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railway employes without...

Easton, Pa.

[1897?]

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A RAILWAY BOOK FOR RAILWAY MEN.

308

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Box 263

Contents.

TWO articles by the author, G. R. Brown, Gen'l Supt., Fall Brook Railway, giving his thirteen years' experience, followed by Circulars of a large number of other roads who have adopted it, with Private and Public Letters on the subject.

Price,

17c.

DISCIPLINE OF RAILROAD
EMPLOYEES WITHOUT
SUSPENSION

BROWN'S
DISCIPLINE OF
RAILWAY EMPLOYEES
WITHOUT
SUSPENSION.

A System that is Rapidly Being Adopted by
All the Leading Railroads of the Country.

PUBLISHED AT EASTON, PA.,
BY
"RAILWAY DISCIPLINE" PUBLISHING CO.

Communications should be addressed to

J. S. KOEHL & CO.,

BOX 62.

EASTON, PENNA.



George R. Brown

SELF-MADE RAILROAD MEN.

G. R. BROWN,

General Superintendent Fall Brook Railway.

[Reprinted from *The Railway Conductor*. Jan., 1897.]

THE subject of this sketch was born on September 9, 1840, on a farm near Elmira, N. Y., and remained on the home farm until he reached the age of twenty-one years, with the exception of four winters, during which he taught a country district school, and in the fall and spring of these years, attended school at Waverly, N. Y.

In August, 1864, he entered the employ of the Fall Brook Railway, at Corning, N. Y., in the capacity of telegraph operator and repairer. He brought to the service of the railway company, whose employ he had entered, the same careful attention to duty and the same enterprise and ambition which led him to teach school in the winter that he might attend school in the fall and spring, while required to work on the farm in the summer, and his ability and application were soon noted and appreciated by his superiors. He was promoted to the position of train dispatcher, and, later to the position of chief train dispatcher and superintendent of telegraph. Persevering in his close and loyal attention to his duties in the interests of his employers, he was again promoted in 1882, to the position of assistant superintendent of the road. This line of successive promotions, based wholly on merit, very appropriately culminated in his further promotion to the position of general superintendent of the road, which came in April, 1886. This position he has continuously filled to the present date, and still occupies.

In addition to careful attention to the interests of his employers and to the many details of the important positions which he has been called upon to fill, Mr. Brown kept steadily in view the fact that a railroad company has a very deep, and not wholly unselfish, interest in the welfare of its employees, and he has recognized the fact that the interests of the company are best served by contented employees, who feel that they are appreciated, and well and fairly treated.

Probably no railroad manager has given as careful and practical attention to the question of the best plan of proper discipline among employees as has Mr. Brown. He is well and widely known as the father of the system of "Discipline Without Suspension," under which employees are given demerit entries in the record book for offenses which, in themselves, do not merit dismissal, and are given merit entries for loyal and faithful service or for meritorious acts. The employee is afforded full opportunity to know just how his account stands, what the

balance is and upon which side. This plan takes the place of the old system of punishment by suspension from service with attendant loss of earnings and enforced idleness. It is believed (and the belief seems well founded) that the new system has had a much better effect than the old system, and causes each really valuable employee to feel a pride in his record. When an employee gets too many of these demerit entries it is considered that his record points to the conclusion that incompetency, habitual carelessness, or insubordination on his part have had a part in the making of his record, and his dismissal is, therefore, justifiable and advisable. Mr. Brown does not believe in keeping this record simply with straight merit or demerit marks, but favors entry in the record of the cause for giving credit or entering demerit. He considers the written record as of value to new officers who may come in charge of the men at any time, as well as to those officers who might, in the pressure of business, forget why the debit was made. He also thinks that the fixing of an arbitrary number of demerits as the limit which will cause dismissal, might, on the one hand, require a superintendent to dismiss a man in whom he had confidence to give another trial, or, on the other hand, to keep a man whose dismissal he considered as fully warranted. Mr. Brown is the originator of the idea, and he demonstrated very clearly his belief in the system and its practical value by applying it on the Fall Brook road, and by showing to the world the happy relations and excellent conditions which followed it and resulted therefrom.

Of recent years railroad managements have awakened to the fact that, in their desire to figure out the longest possible life for rolling stock and track, the largest possible train haul, and the most economical manner in which to meet strongly competitive conditions, they have neglected to properly consider the value of the relations between officers and employees. Attention having been called to the successful operation of Mr. Brown's system, the more thoughtful ones made a study of it, and were soon convinced that his ideas were decidedly in advance of the policy generally followed, and, at the present time, the list of railroads adopting his system is being rapidly added to, including some of the most important lines in the country. This system is satisfactory, not alone to employers or to officers in charge; it is as highly satisfactory to the employees of the Fall Brook Railway as to its general officers, and wherever it has been adopted by other railroads, it has been heartily approved by the faithful, efficient and loyal employees. It is safe to say that, entirely aside from his record as an operating officer, which is of the very best, Mr. Brown has, by the evolution of this system of discipline, built for himself a reputation which will inseparably connect his name with the wonderful progress of this age of railroading.

DISCIPLINE WITHOUT SUSPENSION.

BY G. R. BROWN,
General Superintendent Fall Brook Railroad.

THE usual penalty for a serious violation of rules on American railroads is dismissal from the service. Minor infractions are usually punished by depriving the offender of employment for a fixed time—ten, thirty or sixty days; a few roads have adopted the European practice of direct fines. In my estimation, as a rule, these forms of punishment are as unjust and inhuman as they are unnecessary.

It is a well understood principle in jurisprudence that a law without a penalty for its violation partakes more of the nature of advice than of law.

The rules and regulations governing the running of trains on a railroad are laws, and should be so considered, and penalties for their violation are not wanting.

The responsible officer or officers of a railroad must act as judges, try every case, make every decision and punish every violator. It is not only their right, but their duty, to be strict in maintaining discipline. They have no right to excuse one offender and punish another, but must try every case on the calendar.

Penalties are imposed for two purposes: First, to uphold the law and prevent its further violation; and, second, to reform the violator.

Punishment inflicted indirectly benefits thousands who do not violate the law as well as the one who does.

It often occurs that the disgrace and injury occasioned by a strict enforcement of a sentence does more to ruin the guilty than anything else, and a wise provision has been made allowing courts to use their judgment as to carrying out punishments; this is known as "suspending sentence." If the sometime offender does better, and is not guilty of the same or other offences, the judge conveniently forgets the indictment hanging over him, but should he go on committing one misdemeanor after another, his "record" rises up to condemn him.

I believe in the practice "suspending sentence" with railroad employees.

Officers of railroads differ from judges of the law, in that they make the law and enforce it, while the judge administers the law as he finds it. If the people are dissatisfied with the laws, they change them, but there is no appeal from the decision of the railway official who performs the functions of judge, jury and executioner.

Railroad officials who hire, discipline and discharge em-

ployes cannot be too careful in exercising their authority, and no honest one can afford to decide on a single case without first "putting himself in the other man's place." In other words, treat him as he himself would consider just and honorable if the sentence was to be pronounced on him, and the decision should be made impassionately, impartially, and giving him the benefit of all doubts.

Accidents have happened on railroads since the starting of the "Puffing Billy" until to-day, and are likely to happen as long as railroads are operated.

Every wreck, every accident, every mistake, every loss has taught its lesson, and these are of no less value to the railroads and to railroad men than the successes. I practice making every mishap a lesson to every man on the road.

It often happens that an accident, or a "close shave" for one, is the best kind of a lesson to the man who could be blamed; and if he is retained in the service, he is a more valuable man than he would otherwise be or one who could be hired to take his place.

I am afraid that it would do me no good, and would do me harm, to lay me off for thirty days for any offense; and I am sure I would do no better, when reinstated, than if I had been allowed to continue in the service. I should feel as if I had been ill-treated, as if my family had been deprived of the necessities and comforts that my earnings afford them, and that they were the innocent victims of an injustice.

In order to make every accident and incident happening on the road a lesson to all the trainmen, I established twelve years ago a Miscellaneous Bulletin Board.

On this we post up brief accounts of mishaps and other occurrences on the line, pointing out how such trouble could be avoided, etc. This board is closely scrutinized. We do not mention names, but, of course, the men know "who's who" in most cases. This board has done much to keep the men on their guard, prevented many accidents, and shows them how headquarters look at every case, instead of letting them discuss every accident around the roundhouse and caboose stoves and form their own conclusions—no two of which will be alike.

To show the class of notices posted, I give a few that have appeared. We usually leave a notice up for ten days.

A train was derailed at Hammond. They had five cars of through freight, which they failed to give to train 84, which passed them at that station, making various excuses for not doing so, none of which are valid. The cars were all delayed at Corning, and two of them were twenty-four hours late arriving at Chicago on this account.

Please remember there are no exceptions to the rule, unless you have a written order to that effect, which will not be granted under ordinary circumstances.

This is a matter of record.

Trainmen will please discontinue throwing water at each other on the road. The party receiving the water is liable to slip or fall and injure themselves, perhaps very seriously. The stormy weather will afford the brakemen all the outside application of water that is necessary.

Please report any violation of this order to me.

I regret to announce that thirteen out of forty-six freight and coal train conductors who have worked the full year ending with May 31, 1895, have lost their \$60 premium. Last year there were but three out of forty-seven who lost it.

We believe it is possible, and we hope that the coming year every conductor in the employ of the company will be entitled to this premium, ending with May 31, 1896.

Please remember that it remains entirely with yourselves whether you get it or not. The original notice stated that your services must be entirely satisfactory for the full year in order to insure it. Please make diligent effort, each and every one of you, to procure this \$60 with your May pay for 1896.

Caboose No. 27 had to have a new set of springs put under it on account of being loaded too heavy with links, pins, etc. There was taken out of this caboose 2,020 pounds of unnecessary material.

Conductors will only allow such material in their cabooses as may be actually necessary, and not load the boxes down for the purpose of making the springs ride easier; and it is unnecessary to haul a ton of this material around month after month.

I understand that recently, at a night telegraph office, the semaphore light had gone out and the blade was wrong when a train arrived at the station. This was not reported to Corning office by the train so finding it, and should have been done from the next telegraph station. All conductors and engineers will please report any violations of this kind at once.

Please remember that employees' lives are jeopardized when operators do not strictly comply with rules and regulations, and parties who know and do not report these things will be considered as guilty of negligence as the operators themselves.

Train 86 met train 69 at Cooks. The side track did not hold 69. The man on the rear gave signal to go ahead. This was construed by the man on the head end as a signal to stop. They took it that the train was in the side track and covered up their headlight. A brakeman in the centre of the train comprehended the situation and flagged 86.

Investigating, we find that men are very careless about giving signals. When a go-ahead signal is given at arm's length by their side, instead of being raised and lowered vertically, it makes a part of a circle, which might be construed for a signal to stop.

In future, in giving a go-ahead signal please hold the lantern directly in front of you and raise and lower it vertically, and under no circumstances attempt to give a go-ahead signal at arm's length by your side. Conductors and engineers will please watch this very carefully. As an extra precaution, the brakeman on the head end should have gone out on the main track or bank, until he could have seen down the main track and have known personally whether the caboose was in or out of the side track. This should have been done in addition to all signals, as the engine was around the curve where the caboose could not be plainly seen.

A car billed from Port Allegany to Ulysses, via Arsonia, was taken by a south-bound train to Newberry Junction. This is a matter of record.

A south-bound coal train overtook the way freight at Reading Centre, and was nearly stopped when the way freight started. After the way freight passed the station the semaphore was raised, and the engineer of the coal train pulled slowly by the depot the engine and several car lengths, and within six or eight rods on the caboose of the freight.

Two ladies attempted to cross the track after the freight passed, and their horse was scared, and were unable to do so. They were turned around in the street, and a man caught the horse before any damage was done. The engine of the coal train was behind the depot, where the ladies could not see it, and they claim they understood that trains were to run five minutes apart. This is correct, and should have been done. We learn from this:

1st. That the way freight is holding coal train; which is prohibited.

2d. That trains are following each other too closely; which is prohibited.

3d. That this train passed the semaphore when it was up; which is prohibited.

Under no circumstances must the pilot of a locomotive pass the semaphore pole until the blade is dropped.

A north-bound train had some cars derailed at the south end of Level Corners' siding about 5.17 A. M. The cars ran up the main track far enough so that trains could have passed through the side track had not the frog been injured. The trainmen reported that it was necessary for a wrecking crew, which we ordered of the Beech Creek Co. Instead of taking their engine and going to the section house near Larry's Creek, getting the sectionmen out and telling them what was required to make the side track ready for passing trains, they remained at the wreck, and the wrecking train had orders to stop and get the sectionmen, where they found them surfacing the track, at nearly 8 o'clock in the morning. When they arrived at the wreck they had to go back to the toolhouse for the necessary material and tools to take out the frog and put in a piece of rail—and it was about five hours after the derailment before trains could pass. Had they taken their engine and went immediately for the sectionmen the track could have been made ready in not to exceed one and a half hours, thereby saving delay to all other trains of at least three and a half hours.

Conductors and engineers should always look the situation over carefully and work with a view of getting trains around the wreck at the earliest possible moment, leaving the wreck to be cleared up later on.

Flags used on locomotives and cabooses in many cases are badly faded. In some cases the faded green flags look very much like dirty white ones. When flags are dirty or faded, new flags must be procured in their places.

Conductors and engineers, please give this your careful attention, remembering that the safety of employees and trains largely depends upon it.

I am credibly informed that engineers, more particularly passenger, find fault with flagmen on account of being flagged,

even when it is absolutely necessary that the train should be stopped.

If engineers have any criticisms to make about when they should or should not be flagged, they will please make them at the office, and not take the matter up with the flagmen personally.

Engines Nos. 6 and 21 collided near the water-tank in shop yard; damage about \$80. No. 21 was going to the shops after coming in on passenger train. When the yard engine first saw No. 21 they were in one of the shop tracks, and should have remained there until No. 21 passed. Instead of doing this, they backed out on the main track, and continued to back until they saw that No. 21 was not liable to stop.

Yard engines must under no circumstances detain road engines going to or from the shops or their trains.

There is little doubt but what engine No. 21 was making too high speed around the curve, and both engineers are more or less to blame, but particularly the engineer on engine No. 6.

A coal train arrived at the "Y" without any man on the rear end. Investigating, we find that the conductor went over to the engine at Angus; a brakeman got off at Angus to close the switch, and he claims the train ran so fast he could not overhaul it; the flagman got off at Earles to close the switch, and he also claims the train was moving so fast he could not overtake it. There was, therefore, no man on the rear end of the train from Earles to the "Y." Had the train been obliged to stop, no flag would have been sent out, and had it broken in two there would have been no one to control it or prevent a wreck.

1st. The conductor had no business that required him to be on the locomotive.

2d. The engineer should not have left Angus for Earles until he got a signal from a man standing on the rear cars and not on the ground. The flagman should have given a signal to stop the train until the brakeman overhauled it at Angus.

Notwithstanding there is a telegraph office at Earles, not one of these men reported this occurrence to Corning office or to the following train, which shows lack of judgment on their part. Fortunately nothing unusual occurred to cause a wreck.

A brakeman was posted to go on train No. 85. Instead of going, he arranged with another who was not an employee of the company to go in his place, without permission from the office. When called in the office to explain, he said he had been here about two years and did not know that he had to get permission under these circumstances.

For the information of all other brakemen, will say, that the man who went in his place will not receive any pay for the trip, as he was not employed by the company to perform such service, and the brakeman who was posted had been discharged for this and other offenses.

The conductor is not responsible, for he supposed this man was an extra man until going down Pine Creek, he asked him his name, at which time he asked the conductor to put the other man's name on the time-slip and he would get his pay from him, as the other man had been here about two years and was entitled to \$1.75, where he was a new man and only entitled to \$1.62½ per day.

If we have any more brakemen who are so ignorant of the rules, and do not know they must receive permission from the office when they desire to lay off or procure a man in their place, it is high time that they do know it, and this notice is posted for their information.

We don't always give the boys left-handed compliments. Here is a right-handed one from a farmer.

WEDGEWOOD, N. Y., July 31, 1893.

MR. G. R. BROWN, *General Superintendent, Corning, N. Y.*

Dear Sir:—Yesterday morning, as train No. 85, drawn by engine 56, was approaching this station, your employes on same discovered a portion of a flock of sheep on the track, and instead of dashing into and over them, by which a number of them must have been killed, they slowed down and used all their efforts, and so managed that not a sheep was injured. I mention this, deeming it worthy of your notice, that the men on 85 should receive your commendation as making the extra effort in the interest of your company, even if in the line of duty.

We put up a notice that at the end of the year we will pay a cash premium of \$60 to every freight conductor whose services have been entirely satisfactory. It speaks well for the men, when our report shows that forty-five out of fifty-six conductors were awarded premiums for the year ending May 31, 1892. The reasons the other eleven failed are given below, which shows that some of them lost it through no fault of their service.

1. Brought car of freight for Newbury Junction to Corning as an empty car.
2. Absent on vacation about a half year.
3. Stood in Billsboro side track to switch car in spur; set one brake back of car to be switched. Rear end ran down and collided with car going in spur.
4. Only worked part of year; resigned.
5. High speed, Beaver Dams to Watkins, and from Log City to Long Point.
6. Violation of rules. He supposed engineer had sent flagman.
7. Put two cars off end of side track at Dresden by giving back-up signal without receiving same from man on rear end of the train. Broke telegraph wire. Did not report it until next day.
8. Ran double-header to Beaver Dams, and only took cars that one engine should haul. (Since discharged for drinking. Now proprietor of saloon in Corning.)
9. Allowed third 70 to pass Cooks less than ten minutes behind; the second section overtook them south of Presheo and collided.
10. Left car of horses at Himrod's Junction that were shipped for Watkins. Man in charge told him it was an error on bill. Left car without asking for instructions.
11. Engine "John" (pony engine used by officers of company) found train south of Earles; his flagman not out proper distance; conductor in caboose, and could see flagman plainly.

For the year ending May 31, 1893, but three conductors lost the premium, for the following reasons, viz.:

1. Ran into truck loaded with steel rails. Section flag out 20 telegraph poles. Had 62 cars, running too fast, no brakeman in centre of train.
2. Backed train out of south end of Four Mile Run side track without sending flagman to protect his train.
3. Left cars on farm crossing in Hilborn storage track; also left tin box at Lyons containing way-bills.

We also pay premiums to section foremen for the best kept track. Three premiums on each Division, \$40, \$20 and \$10 respectively. The benefits derived are even more than expected. The condition of the track is at least 25 per cent. better, and the track pay-rolls for the year ending October 31, 1893, was \$37,199.66, and for the year of 1894, \$41,842.46, less than the average for eight years before premiums were given.

For the trainmen we keep a record book. This book is never shown to any employe, except that page which is his personal record.

In it I write down a brief statement of every irregularity for which a man is responsible; this record takes the place of the "lay off," and is dreaded fully as much; the man goes to work at once, and no one but himself suffers, and he only in reputation at headquarters.

We are very careful in the selection of our men; promote all our own engineers and conductors, and in a few months or a year or two our record tells us whether they are adapted for the business or not. We have engineers who have been running here more than twenty-five years without a scratch of the pen against them; while others, who have been running as many months, have quite a page full of irregular circumstances; but down near the bottom of such a page can generally be found the words "Discharged—incompetent."

When a man commences to make a record (in the book), we call him in and talk with him. He is reminded that, if this gets too long, we shall have to consider him a failure for our service, show him his weakness, and give him another chance. But he understands that it will not be entirely for the last offence that he is dismissed—the "suspended sentence" cases are against him.

With this system the good men are retained, developed, benefited and encouraged, and the culls are got rid of to the betterment of the service all around.

It is well understood that we do not wish to retain in the service men who deliberately deceive us about mishaps on the road; we want the "straight" of every matter, and we want it at first hands. It would be a very lively detective who could get to my office sooner than some of the men who are responsible for the accidents. If it is not serious enough for dismissal,

the matter is overlooked or made a matter of record, and the man goes out on his regular run. Then the "Miscellaneous Board" has another object lesson on it.

If there is anything that will stimulate a good man, who has become careless enough to make a lapse of duty that "gets him in the book," more than that simple record, I do not know what it is; but when the record is made and the victim warned to look out and attend to business in future, and to take his run out in the morning, he goes away with a mental vow that he will try and make his services satisfactory in future. On the contrary, if he reasons that the record is an easy way out of his trouble, makes light of it, and is frequently called on to explain irregularities, it is the best of evidence that he should not be retained in the service any longer. Some of the records are years apart. In some cases a memorandum is made, and never an occasion given for a second one.

Good men who have made some little mistake, are less likely to do so again than men who have not yet tried the responsibilities of running trains and engines, or men who are not familiar with our road or work. If the responsible officer takes such an offender into his office, talks the matter over dispassionately, and tells him that he is considered too good a man to be discharged for incompetency; that the accident has cost so much, which the company will stand "this time," but perhaps not the next; tell him that this is a matter of record against him, and if he desires to remain in the service these irregularities must not occur, this has a tendency to make better and more successful railroad men of the ones that are naturally adapted to railroad work—and the "next time" comes only too soon to the man out of his sphere.

There is nothing in this to disgrace him among his fellows, nothing to make him feel revengeful or maltreated; but everything to make him feel as though he was encouraged and helped, and that his final success depended solely upon himself. Can as much be said of the plan that disgraces a man among his fellows; that takes the comforts, and, perhaps, the necessities, from his home; that makes him a loafer for thirty or sixty days, and puts him in way of temptations that he would not find at his work, and that leaves him, in many cases, in debt to the dealers who furnish his family with supplies?

On many roads there is a great want of cordiality or confidence between the men and the officials immediately over them. In too many cases a suggestion from a trainman to an officer would be resented as an unwarranted interference. It seems to me this is not in the interest of the railroad company, however much it may enhance the dignity of the official—who is himself only "one of the hired hands" with a little more responsibility.

I have found suggestions from the men of vital importance

in matters of detail, and every man in the service knows that the rule and motto at headquarters is "Suggestions are always in order."

Train and enginem men see and know things about the road that an operative officer could never find out in his office. At their suggestion, we have frequently made minor changes in time-tables, etc., and every change has been an improvement. A laborer on a section may suggest something that will save the company hundreds of dollars, and besides this, it encourages men to think and become more interested in their work, and feel at liberty to offer other suggestions.

When a suggestion is made that is considered impracticable, the reason that it is so is pointed out, and both the man and the manager have learned something. I am sure that this rule makes and keeps up a friendly feeling between the men who plan the work and those who execute it.

Roads that can afford to let one department fight another, who can afford to have hundreds of employees disinterested and dissatisfied with their work, who can afford to have the officers "out" with the men, and the men glad to see any hoped-for improvement a failure, are few and far between.

The suggestions set forth in this article may not be practicable everywhere, but on a moderate sized road (Fall Brook has 257 miles all single track, with an average tonnage of about 6,000,000 yearly) where the superintendent knows all the men, or most of them, it has worked so well for years that I have an abiding faith that it will work anywhere and in every case in the interest of better service.

ECONOMIC EFFECTS OF RECORD DISCIPLINE.

BY G. R. BROWN,

General Superintendent Fall Brook Railway.
THE ORIGINATOR OF DISCIPLINE WITHOUT SUSPENSION.

MANY railway officers regard the plan of maintaining proper discipline of employees without suspension from service is purely philanthropic. While the plan has its philanthropic side it also has an economic side that commends it as a good, plain, practical business proposition.

In no other kind of employment embracing large numbers of men does intelligence, loyalty and earnest effort to excel and economize count for so much as in railway service; and in no other kind of employment can the employees inflict greater loss to the interests they serve, through carelessness and lack of loyalty while literally obeying the letter of all rules, than in this service. Direct supervision of the conduct of all employees is out of the question, as their duties are mainly performed on the road, out of sight and beyond the immediate control of the

superintending officers. General rules are made for their guidance, but the very nature of the service necessitates a wide range of latitude, within which nearly every employe connected with the maintenance and operation of the road, and especially in the train service, can be efficient or careless, wasteful or saving, as he may be inclined.

Checks can be established by carefully kept records of the expense of maintenance and use of supplies; discipline can be inflicted for violation of rules and wastefulness. The former are always necessary, and the latter is frequently justifiable, but speaking generally, the truth of the old adage that, "You can drive a horse to water but you cannot make him drink" finds ample daily confirmation in railway service. You can, through fear of suspension, drive the men into apparent obedience to the rules, but you can no more drive them to use their best efforts to efficiently and economically serve your interest than you can fly, and with all man's ingenuity, that feat remains to be satisfactorily accomplished. The object of the system of "discipline by record" and bulletin is:

To secure a higher state of efficiency. To accomplish this, strict discipline is essential to successful operation; no continuous service performed by man can be perfect, but a high state of discipline and a careful selection of men will produce a better class of service and results.

To avoid loss of time and earnings of employes.

To judge each case of an erring employe on its merits, with regard to his previous record and his probable future availability.

To stimulate employes to coöperate with the company, which is to their mutual advantage.

To enable the employe to gain in self-respect, in loyalty to his employer, watchfulness and zeal for his interest, and realize that they are practically his own, and to establish discipline in which the element of force is not predominant.

To become acquainted with each case of discipline through the bulletin notices, and learn from them the lesson which is taught by the failure of others.

To inspire and develop in all employes a feeling of security and confidence that faithful service will be appreciated and rewarded by their uninterrupted retention in the service; and that the names of employes who are habitually careless and indifferent to the company's and their own interests will be dropped from the rolls.

We want more ounces of preventive and less pounds of cure. We want more intelligent, pains-taking, interested, loyal, employes to coöperate with the officers in all matters tending to produce efficiency and thereby secure the best results. To secure the desired end, one of the first steps to be taken is to treat conscientious employes as we ourselves would like to be treated under similar circumstances.

Suspension should be abolished forever. I assume that there is no superintendent who would like to take that kind of medicine, and I can see no good and sufficient reasons why painstaking, conscientious employes who compose the rank and file should be required to submit to it. On the contrary, this class of men should be treated with great consideration; their pockets should feel the weight of their employer's argument, and full time, with fair remuneration for faithful performance of duty, will stimulate them to better service and insure the company's success. There are, however, some men who were born in the objective case, who are naturally either dishonest, intemperate, disloyal, insubordinate, incompetent, wilfully negligent, or disobedient of the company's rules, and who cannot appreciate fair and considerate treatment, and if, by any chance, any of this character get into the service, as they sometimes unavoidably will, they should be dispensed with at once. They are usually breeders of discontent, and firebrands of disloyalty and the promoters of strikes, and they should not be allowed to remain to sow discontent among their fellows. The majority of the rank and file of employes in the railway service are loyal and true men, worthy of the confidence of their employers; and they are usually men of as fine sensibilities as the officers under whom they serve. Many occupying subordinate positions would be as competent to manage a road, or a division of a road, as its present officers if they were given the opportunity.

The careless switching in yards and at stations, roughness in starting and stopping trains, the improper use of air brakes, etc., lay the foundation of future defects, increasing the shop expenses, and liable to cause serious wrecks. Time wasted at terminals or stations that must be made up in speed between stations, unnecessary shovels of coal on the fire, more oil on the machinery or in the journal boxes than is needed, later cut-offs of steam to the cylinder than are necessary, or the waste of steam at the safety valve, and the injudicious use of injectors, are but a few of the many countless ways in which railway employes, while keeping within the rules, can waste, injure and destroy the property of the company they serve. These are all well known facts, and the company whose employes are in hearty sympathy with the management, and who will strive to save and excel, are of great economic value and are worthy of considerate treatment from their officers. We should remember that none of us are infallible; that mistakes have happened to the best of us and are liable to happen again, notwithstanding our best efforts to prevent them.

Years ago I decided that I would, if possible, lead employes to regard the operation of the road from the stand-point of those interested in its financial success. I found men in the train service who only cared to see how soon they could reach a ter-

minal and how many days it was possible to get on the pay roll. In the shops, on the tracks and elsewhere, I found many men working only for six o'clock and pay day, with no interest for their employer. If the company manifested no interest in their welfare by kind, considerate treatment, which costs nothing, how could it be reasonably expected that employes should feel any great and growing interest in the company's welfare? they were not employed, nor do they work, for love alone. It is a cool business transaction, and its coldness is frequently augmented by the workings of a harsh system of discipline that for slight, unintentional violations of the rules suspends the best men in the service for considerable lengths of time, and deprives them and their families of needed earnings, not always justly; while at the same time it takes them from the activity of service and throws them into idleness that too often leads them into bad company, into debt, immorality and intemperance.

It has been thought that suspension of employes was the best method to improve the service and maintain discipline, and was necessary to restrain them from violating the rules; that suspension, and the disgrace and financial loss resulting therefrom, made a man more careful and proficient in the performance of his work. I long ago came to the conclusion that either this method was false or my judgment of human nature was wanting. Had such a method of correction been applied to me, while in the ranks, for some slight, unintentional mistake, I should certainly have felt that my family had been deprived of the necessities and comforts that my earnings should have provided for them, and that, in consequence, they were the innocent victims of an injustice. I could not make myself believe that the reflections and resentment that this treatment would awaken would make me more mindful or careful of the interests of the company I was employed to serve, but, on the contrary, would engender a spirit of distrust and disregard for the management and for the interests which it was sought to promote, by deliberately inflicting upon me, for no sufficient reason, punishment entailing pecuniary loss to me and those dependent upon me. I reached the conclusion that men so punished were apt to have less regard for the interests of the company after they served a suspension than they had before, and if so, that they would be less economical and desirable employes.

With these convictions firmly established, I conceived the plan now known as "Discipline without Suspension." I commenced, in a quiet way, to test it in actual service for two or three years, and after being thoroughly satisfied of its eminent superiority in its economic results for the company, and more satisfactory results to the employes, I formally inaugurated it in all departments, and I am pleased to state that its practical workings far exceed my most sanguine expectations.

The officers of one of the southern roads adopting this method, where both white and colored men are employed, informs me that it is just as effectual for handling colored as white employes. Thirty-two roads have adopted this system within the last couple of years, and the officers of all have expressed themselves as pleased with its economic results, and state that their employes are much better satisfied than with suspension methods. As indicating the probable correctness of these statements, I invite attention to some figures compiled from my annual reports before and after the method was fully inaugurated, which speak for themselves.

The cost of wrecks and breakage of all kinds to locomotives and cars, not attributable to natural wear in proportion to tonnage, for the two years ending with June 30, 1885, compared with the two years ending with June 30, 1896, shows that there was in the last two years 65% per cent. improvement.

The overtime paid to trainmen in proportion to tonnage for the two years ending with June 30, 1885, compared with the two years ending with June 30, 1896, shows that there was in the last two years 81% per cent. improvement.*

The cost of supplies for locomotives per 100 miles run for the two years ending June 30, 1885, compared with the two years ending June 30, 1896, shows that there was in the last two years 57%⁵⁶/₁₀₀ per cent. improvement. The difference in the prices of supplies was 75%⁷⁵/₁₀₀ per cent., making a net gain of 49%⁴⁹/₁₀₀ per cent.

The average yearly amount expended for labor account of maintenance of tracks, bridges, buildings, water tanks, coaling trestles, fences, new side tracks and betterments of all kinds for seven years, ending with October 31, 1890, was . . . \$216,381.21

Year ending October 31, 1891	195,632.14
" " " " 1892	178,955.21
" " " " 1893	163,759.80
" " " " 1894	162,862.95
" " " " 1895	156,348.29
" " " " 1896	142,793.12

During the six years, 1891 to 1896 inclusive, about thirty miles of side track was constructed and maintained; also, there were maintained seven miles of main track constructed in 1893, the expense of which is included in the above figures.

The annual inspection, October 31, 1890, compared with the inspection October 31, 1896, shows 19% per cent. improvement in the tracks. For the year ending October 31, 1896, the average cost for labor was 93%₁₀ cents per mile of track for each working day in the year.

Other departments show similar satisfactory results. We have *interested men* everywhere, and both the company and its

*The Fall Brook Railway operates 257 miles of road, all single track. The tonnage for the year ending June 30, 1896, was 6,559,590 tons; the total amount of overtime paid to trainmen was but \$399.48, indicating that trains were nearly on time.

employees are champions of "Discipline without Suspension."

A number of roads that have adopted the system, with variations to suit the views of the officers and the prevailing local conditions, did so without issuing any circulars. The following are extracts from letters to the author from the officers of some of these roads:

From Mr. W. F. Potter, General Superintendent of the Flint & Pere Marquette Railroad:

"We have never issued any circular in reference to discipline without suspension, but have practiced your bulletin method, and have almost entirely done away with the old method of suspension."

From Mr. F. G. Darlington, superintendent of the Indianapolis Division of the Pittsburg, Cincinnati, Chicago & St. Louis Railway:

"We spent several months in personal correspondence and conversation with all employees, and the whole subject (and our proposed method of application) was explained. No circular was issued."

Our record shows discipline in days, the same as the old method, and the bulletins show the discipline, but do not locate the men involved. The persons against whom a record is made are each sent a copy (under personal cover) of the bulletin that covers their respective case."

From Mr. A. L. Mills, general superintendent of the Toledo, St. Louis & Kansas City Railroad:

"In using discipline without suspension we did not issue a circular. We took up individual cases and advised the parties of their negligence, giving them at the same time such caution as we found necessary."

From Mr. E. P. Broughton, general superintendent of the Chicago & Eastern Illinois Railroad:

"I have adopted, to quite an extent, what is known as the 'Brown System of Discipline' on our road, although, like the C. & N. W. R. R., I have issued no circular in regard to it, but have simply had an understanding with our men, thinking that I would try it for a time and see how it worked, and would, later on, issue something definite in the way of a circular. So far we are getting along nicely, and are not at all disappointed in the results that we are getting. I think our men are better satisfied; they feel that their positions are more secure, and I think, by carrying out the system, we will get better service from our men. So far I am very much pleased with the results."

The following circulars, establishing this system of discipline on a number of roads, are of interest as showing the various views of officers on questions of detail. They also show the wide practicable application of the plan.

The Louisville & Nashville Railroad, on June 1, 1895, established the system on the L—, C— & L— and Kentucky Central Divisions by announcement in the following circular:

Louisville & Nashville Railroad.

Notice to Employees Relative to New System of Discipline:

Commencing this date, the punishment of employees in train service, including enginemen, firemen, conductors, brakemen and switchmen, by suspension from duty, with loss of time, will be abandoned, and thereafter, punishment for neglect of duty, violation of rules, and bad conduct, shall

be by reprimand, book suspension, or dismissal from the service. The present method of investigation by board of inquiry will be continued; but, instead of the actual suspension of employees, a bulletin will be issued covering each case of discipline, omitting the name, date, train, and location, but showing the punishment inflicted, together with the expense caused the company by the carelessness or failure to observe the rules, and a copy of the same will be sent to the employee at fault. A complete record of all employees will be kept, and all discipline imposed will be shown thereon, and credit given for excellent conduct, deeds of heroism, loyalty, etc., and these credits will be given full consideration in connection with the charges entered against employees. It will be understood that disloyalty, dishonesty, intemperance, insubordination, wilful negligence, making false reports or statements, or concealing facts surrounding matters under investigation, will be considered as dischargeable offences.

The objects to be obtained under the new system are:

1. To avoid loss of time to employees, and consequent possible suffering to those who may be dependent upon their earnings.
2. That all may become acquainted with every case for which discipline is imposed, and learn something from the failure of others.
3. To encourage and stimulate all employees to co-operate with the officers in all matters tending to produce efficiency, and thereby secure better service.

This system is introduced with the belief that it will meet with the approval of all concerned, and be directly beneficial; and the cordial co-operation of all employees is desired to make it an unqualified success as compared with the system heretofore prevailing.

Five months after the system was established on these divisions, a committee, consisting of the superintendent of transportation, the superintendent, masters of trains, and master mechanic of the divisions on which the experiment was tried, reported as follows as to its operation:

The L. C. & L. Division has subject to this discipline 36 conductors, 98 brakemen, 10 baggagemen, 45 enginemen, and 45 firemen, or a total of 234 men. Since June 1, one employee in train service has been discharged. His dismissal would have resulted under the old system. From June 1 to date there have been twenty cases of discipline, affecting sixteen men. Twelve men have been nominally suspended once, and four men twice, as follows:

Nine conductors were suspended for honoring posted passes.

Two conductors for getting left.

One conductor for careless loading of local freight.

One conductor for failing to make proper effort to place derailed cars on track.

One conductor for failing to regard Rule 89, thereby causing collision.

One brakeman for failing to regard Rule 69, thereby causing collision.

One brakeman for violation of Rule 152.

One brakeman for careless handling of switch, causing derailment.

One engineman for failing to report defect in engine.

One engineman for failing to obey special time table rule.

One fireman for failing to respond to call.

No more than two offences are charged against any one man, though one of the men with these two charges against him is now under investigation for failing to obey the second paragraph of Rule 150, and it is probable that he will be recommended for dismissal, as both of the charges already against him are for serious offences. The engineman and conductor who violated Rule 89, causing a rear end collision, were given a nominal suspension of sixty days. They would have been discharged but for the almost spotless record of the engineman, who is one of the best men on the L. C. & L. Division. It may be well to mention that the accident for which they were disciplined occurred very shortly after the new system became effective. From the foregoing it will be seen that it has been

necessary to discipline only a very small percentage of the men in train service.

In the twenty cases of discipline mentioned, the wages saved to employees and their families amounted to \$1,067.00, as follows:

11 passenger conductors, 115 days' suspension . . .	\$365 00
3 freight conductors, 55 days' suspension . . .	155 00
2 brakemen, 25 days' suspension . . .	45 00
3 enginemen, 100 days' suspension . . .	470 00
1 fireman, 15 days' suspension . . .	32 00
Total	\$1,067 00

The Kentucky Central Division has subject to this discipline 37 enginemen, 37 firemen, 33 conductors, 90 brakemen and baggagemen, 8 yardmen and 2 hostlers; total, 207. From June 1 to date there have been eleven cases of discipline, as follows:

- One engineman stopped too soon after train broke in two.
- One engineman stopped too soon after train broke in three.
- One baggageman failed to put off mail.
- One brakeman failed to fasten pin in switch lever.
- One brakeman signaled to come ahead before switch was thrown.
- One brakeman left coach on siding so as not to clear.
- One engineman failed to notice brakeman's signal.
- One fireman failed to notice open switch.
- One hostler not looking out and not keeping engine under control in yard, causing collision.
- One engineman not having engine under control in yard and causing collision.
- One brakeman setting brakes with stick.

In the eleven cases of discipline mentioned, the wages saved to employees and their families amounted to \$601.00, as follows:

4 enginemen, 110 days' suspension	\$440 00
1 fireman, 10 days' suspension	21 00
1 baggageman, 7 days' suspension	12 00
4 brakemen, 42 days' suspension	98 00
1 hostler, 30 days' suspension	30 00
Total	\$601 00

A good feature of the new system is found to be the reduced number of extra men employed, and the less frequent changes, as compared with the old plan.

It may also be mentioned that under this system, an officer taking charge of a division can readily acquaint himself with the full record of each employee. This is an advantage to employees with a good record, as well as to the officer.

The committee is of the opinion that this form of discipline has so far proved to be to the company's interest. It certainly imposes no hardships upon the employees subject to it, and we believe it has appealed to their pride, as there is no doubt that they dislike to have their names entered upon the discipline book or to be subject to a bulletin, and appreciate the necessity for having a clear record. The plan has aroused great interest among the men, and they watch the bulletin cases and discuss each new bulletin. While it may be that fear of a bad record, as well as pride in having a good one, deters employees from misconduct and makes them more careful in the performance of their duties, it must be admitted that a system that is productive of good results both to the management and its employees is a success.

At this meeting it was decided to extend the system to the L— & M— A— and B— M— Railroads (parts of the Louisville & Nashville system).

The general manager instructed that the committee should

endeavor to formulate some uniform and definite plan of giving employees credit when they were entitled to it, and to report during the inspection trip.

Another meeting was held on November 13, 1895, when the committee submitted its recommendations for allowing employees credit as follows:

1. A suspension of fifteen days, or less, charged against an employee will be considered canceled by a perfect record for one year.
2. A suspension of more than fifteen, and not to exceed thirty days will be considered cleared by a perfect record for two years.
3. Suspensions amounting to more than thirty days, and not to exceed sixty days, will require three years' clear record for their cancellation.
4. Suspensions in excess of sixty days, occurring in a period of one year, will call for the special consideration of the board.
5. A complimentary bulletin will be issued every twelve months in the prescribed manner, giving employees who have a perfect record for one year a special credit.
6. Acts of heroism and loyalty will call for special mention and consideration by the board.

In making this report, the members of the committee expressed the opinion that, while they were not clear that the allowances were on the proper basis, it would not be wise to become too free in the giving of credits, and that, as the proposed plan was wholly experimental, if possible, it would be better to reduce the time required for a perfect record to enable employees to clear themselves of debits rather than to increase it, if found advisable to make a change. After a general discussion, the committee's recommendations were adopted.

Southern Pacific Company.

PACIFIC SYSTEM.

SAN FRANCISCO, CAL., July 16, 1896.

Superintendents:

1. I hand you copy of circular addressed "To all Employees of Transportation Department," putting the system of "Discipline by Record" into effect August 1, 1896, and by which you will thereafter please be guided in matters of discipline. Please have a copy sent to each employee concerned and post a copy on each bulletin board, making requisition at once on manager of purchases and supplies for as many copies as you require. Until further notice the system will apply to such trainmen, enginemen, yardmen and stationmen only as are permanently employed. Before a new man shall be considered permanently employed he must have rendered service satisfactory to the superintendent for a period of three months.

2. In the record book kept in your office (requisition for which on manager of purchases and supplies should be made at once), two pages should be reserved for each employee, and every case of discipline is to be recorded therein; the left-hand page for charges and penalties, the right-hand page for credits and cancellation.

3. You will furnish at terminals, and at other points where bulletin boards may be maintained, a special board for posting record bulletins. These bulletins are to be consecutively numbered. The charges on the record book are disciplinary; the record bulletins are educational. The bulletins should give a brief and concise statement of each case of deviation from the rules or from good practice, etc., which has resulted in discipline, omitting the name, date, train, locality, and without otherwise identifying the person at fault; but stating the occurrence, how it happened, how it could have been prevented, the trouble or expense caused the company,

etc., and the penalty inflicted. You will also add such comment as may be necessary to educate other employees on the subject at hand. Sample bulletins herewith.

4. A copy of the record bulletin will be mailed to the employee at fault, and to others of his grade in the service who do not have access to the bulletin boards. After remaining on each board for ten days it will be removed, and posted in a book kept at each terminal for that purpose.

You will please send me, for my information and subsequent approval, a copy of each record bulletin issued, noting on same, for use of this office, the name of the employee disciplined, date, train, locality, etc.

5. You will please exchange record bulletins with all other superintendents, so that each may know what violation of the rules, or what commendable deeds, have taken place on other divisions, may know what discipline and what educational efforts are being applied elsewhere, and that uniformity may prevail.

6. In case of a total of suspensions of any employee in excess of about ninety days in any one year, or of an accumulation of poor records, showing incompetence, or a series of acts and negligence, or of the violation of the rules or good practice, you will call him to your office to explain his record. He should be shown his failures, and afforded an opportunity to convince you that it will be to the interest of the company to continue him in the service; failing in which he will be dismissed.

7. In determining whether an employee should be dismissed on account of his accumulated record, or given further trial, there can be no fixed rule as to the number of times he has been disciplined, nor the aggregate time of nominal suspensions; but the number of cases against the employee, nature of same, length of service, his general character and conduct, and particularly whether there are two or more entries for the same thing, will all be considered as factors, as will also credits that may have been given.

8. The leading objects of the system of Discipline by Record are:—

a. To secure a higher state of efficiency. Strict discipline is essential to the successful operation of a railroad. No continuous service performed by man can be perfect, but a high state of discipline will produce a high class of service, and successful operation is dependent on good service.

b. To avoid loss of time and wages of employees, and consequent possible suffering of those who may be dependent on their earnings, as well as demoralization of the employee by enforced idleness.

c. To avoid that incorrect and pernicious feeling on the part of the employee who has been actually suspended, and thus lost money in wages, that he has paid the company for the loss and trouble he has caused, and that he can settle again in the same manner.

d. To avoid the dismissal of an employee for a single violation of the rules or of good practice that does not injuriously reflect on his reputation, conduct, capacity or future usefulness.

e. To judge each case of an erring employee on its merits, with due regard to his previous record and future availability, considered with reference to the interests of the company and its duty to its patrons. This to be done generally without regard to the cases of other employees.

f. That all may become acquainted with each case for which discipline is imposed, and learn something from the failure of others.

g. To encourage and stimulate all employees to co-operate with the officers of the company in all matters tending to produce harmony, economy, safety and efficiency, and thereby secure better service, resulting both in profit and credit to the company and to its employees, as well as increased satisfaction to the public. Each employee can work with the knowledge that the excellence of his record, the prospect of his continued employment, his promotion, and final success, depend on his own good conduct and exertions. By notably good and faithful work he can accumulate a stock of credits that will practically insure him against dismissal in case of some oversight or error that otherwise would deprive him of em-

ployment. The most efficient men will be encouraged, developed, benefited and retained; while those who prove to be unfit for the railroad service, though dismissed, will be dealt with fairly and justly.

h. To enable the employee to gain in purse, in self-respect, in manliness, in interest in his work, in permanence of employment, in loyalty to the company, and in solicitude for its interests; by which the company expects to gain a man more contented, more intelligent, more courteous, more watchful and zealous for its interests, realizing that they are practically his own, thus securing a more harmonious, economical and efficient service, in which the element of force is not predominant.

9. As the system is admittedly experimental, suggestions and criticisms from all concerned are cordially invited.

10. The system of "Discipline by Record," originated by Mr. Geo. R. Brown, general superintendent, Fall Brook Railway, is already in successful use on a number of other roads, and is proving mutually satisfactory and beneficial to employees, and to the corporations. It is introduced on the lines affected by this circular in the belief that it will meet with the approval of all interested, and be directly beneficial to all.

Approved:

J. KRUTTSCHNITT,
General Manager.

J. A. FILLMORE,
Manager.

Southern Pacific Company.

PACIFIC SYSTEM.

SAN FRANCISCO, CAL., July 16, 1896.

To all Employees of Transportation Department.

1. On August 1, 1896, the system of "Discipline by Record" for permanent employees will be put into effect on the Pacific System of this company (except on lines in Oregon), and suspension from duty, with consequent loss of time, will be discontinued. Discipline will be maintained by reprimand, book suspension, or by dismissal from the service. Upon that date all employees will be considered as starting in with a clear record. As occasion requires, an individual account will be opened with each employee in a book kept especially for that purpose in the superintendent's office.

2. Reprimands will be noted on the records of employees who may receive the same. Suspension, though for a certain number of days, will be nominal. Instead of actual suspension, the employee at fault will be allowed to continue at work. A charge will be made on the record in the book in the superintendent's office of every case of neglect of duty, violation of the rules or of good practice, accidents, improper conduct, etc., resulting in discipline of an employee, with the penalty imposed, as may be determined by the superintendent.

3. Record bulletins will be issued by the superintendent not often than fortnightly, and posted at division terminals on a special board. These bulletins will be educational; they will be issued for, and give a brief account of, each case that has resulted in discipline, and state how it could have been avoided, but will omit all reference that would identify the person at fault.

4. Such acts as disloyalty, dishonesty, desertion, intemperance, insubordination, wilful neglect, gross carelessness, immorality, violation of rules whereby the company's property is endangered or destroyed, making false reports or statements, or concealing facts concerning matters under investigation, etc., will, as heretofore, subject the offender to summary dismissal.

5. Credits will be given on the record, and may also be bulletined for notably excellent conduct, deeds of heroism and loyalty, good judgment in emergencies, etc. These special credits will be given full consideration in connection with any changes entered.

6. No reprimand or suspension will be noted against an employee's

individual record without notice to the person affected, and an opportunity given for explanation and defense. Each employee's record will be open for inspection during business hours at the superintendent's office by the employee himself, but not by others except by division and general officers. If not practicable for an employee to go to the office, a transcript of his record will be sent him upon application.

7. No suspension will be made for less than ten or more than sixty days.

8. Reprimands and suspensions placed against an employee's record may be canceled as follows:—

a. A reprimand will be canceled by a perfect record for three months.

b. A suspension of ten days will be canceled by a perfect record for six months.

c. A suspension of more than ten and not exceeding twenty days will be canceled by a perfect record for nine months.

d. A suspension of more than twenty and not exceeding thirty days will be canceled by a perfect record for one year.

e. A suspension of more than thirty and not exceeding sixty days will be canceled by a perfect record for one and one-half years.

f. Inasmuch as the credit system is an experiment, the length of perfect record for which credits are given is subject to change whenever it may be found to bear unjustly on employees affected by it, or on the company.

9. An accumulation of poor records, showing that any employee is not a desirable man for the service, will call for the special consideration of the superintendent, and may, after a hearing, bring dismissal, though he may not have committed any offence that of itself would have warranted dismissal.

10. It is expected that the system of Discipline by Record will prove of great advantage alike to the company and to its employees and their families. Wages will not be lost by disciplined employees who are not to be dismissed, except for such time as may be required for satisfactory investigation, in attendance at the office of the superintendent, or by themselves looking up facts, witnesses, etc., after which the employee will return to his work. It is also expected that it will encourage and stimulate all employees to co-operate heartily with the officers of the company in matters pertaining to harmony, economy, safety and efficiency, thereby securing better service; and increasing benefits, security, and satisfaction to the public and to all.

The cordial co-operation of all officers and employees is invoked.

Approved:

J. KRUTTSCHNITT,
General Manager.

J. A. FILLMORE,
Manager.

Chicago, Peoria & St. Louis Railway.

SPRINGFIELD, ILL., January 23, 1896.

To the Employees of the C., P. & St. L. Ry.:

On February 1, or as soon thereafter as arrangements can be made to put the scheme in operation, there will be adopted on this line what is known as the Brown System of Discipline.

Instead of discharging, or suspending without pay, for infraction of the rules of the company, a record will be kept of the mistakes and faults of employees. In this record will be kept a brief statement of the irregularities for which a man is responsible. This record will take the place of the "lay off." When a man commences to make a record in the book, he will be called in for an interview. He will be reminded that if the record gets too long the company will have to consider him as unfit for the service; he will be shown his failures, and will be given an opportunity to improve. When the record against a man gets so long as to demonstrate his unfitness for the service, he will be dismissed.

This record will be a private one, and no employee will be shown any record therein except his own.

In addition to the foregoing record, and for the purpose of making every accident and incident of importance happening on the road a lesson to all trainmen, there will be posted upon the bulletin boards brief statements of accidents, mistakes, and failure to observe the rules, with comments thereon by the proper official. No names will be mentioned on these bulletins. It is hoped that the examination of these notices will be instructive to the employees, and do much to prevent the recurrence of similar cases.

It is confidently believed that with this system in effect, a feeling of more security and confidence on the part of employees will be developed, and that the good men will be benefited and encouraged, while the unworthy, if there are any such, will be eliminated.

It must be understood that co-operation on the part of employees, in the matter of this reform, will be of great assistance in producing good results, and that, to this end, it is very desirable that exactly correct accounts of mishaps occurring on the road shall be furnished by the parties interested.

It must be understood that the right to summarily discharge for serious offences is not given up on the adoption of this plan. The record of the present employees up to date will not be entirely ignored, but it will be put in the background to the extent of giving everybody a new start on the date this change goes into effect.

C. H. BOSWORTH,
General Manager.

The Columbus, Sandusky & Hocking Railway Company.

COLUMBUS, OHIO, February 10, 1896.

Notice to Employees:

On September 1, 1895, we adopted the practice of issuing advisory bulletins, following the line of what is known as Brown's System of Discipline, except that we included suspensions as a penalty for neglect of duty in certain cases.

We now propose to eliminate the suspension feature, practically carrying out the plan as outlined by its author, Mr. G. R. Brown, general superintendent Fall Brook Railroad; the purpose being to keep a record of each employee, showing every commendable act or neglect of duty. When a man commences to make a record (in the book) he will be reminded that if his record gets too long, through his neglect and carelessness, we shall be obliged to pronounce him unfit for our service and discharge him. This record will be a private one, and no employee will be shown any record therein except his own.

The practice of prompt dismissal from the service, when justified by serious offences, will not be affected by this plan.

Bulletins will be issued the same as heretofore.

We want it thoroughly understood that we will not retain in the service any man who will knowingly deceive us about mishaps on the road. We want the facts in every matter and we want them at first hands.

The record of present employees, back of September 1, 1895, will not be entirely ignored, but will be kept in the background to the extent of giving everybody fair play.

We believe this plan will develop a feeling of security and confidence to the end that good men will be benefited, and the unworthy, should there be any, will fall by the wayside.

The rules and regulations governing employees on railroads are laws. Penalties are imposed for two purposes: one to uphold the law and prevent its further violation, the other to reform the violator.

Every accident, every mistake, every loss has taught its lesson. We shall try to make every mishap a lesson to every man on the road.

WM. THORNEBURGH,
General Superintendent.

Toledo & Ohio Central Railway Company. Kanawha & Michigan Railway.

TOLEDO, OHIO, April 1, 1894.

To Enginemen, Firemen, Conductors, Brakemen, Yardmen, etc.:

The administering of discipline by these companies now consists of three grades of action, viz.: reprimand, suspension and dismissal.

Until further notice, the practice will be changed to two methods of procedure instead of three, viz.: a record and dismissal.

No suspensions will be made, but, as a substitute, the superintendent will keep an account with each individual employe in the train and yard service, and to that account will be charged each deviation from practice as laid down in the company's Book of Rules.

Whenever, in the judgment of the superintendent, the record of a man is sufficiently unsatisfactory as to unfit him for further service, dismissal will be applied.

Miscellaneous bulletins will be issued from time to time, as may be necessary in the interests of discipline.

I trust that the effect of this change will be to promote the best interests of this company and of its employes, and that each of you will respond to the change by forming a determination to keep your record clear.

T. F. WHITTELEY,
General Superintendent.

Toledo & Ohio Central Railway Company. Kanawha & Michigan Railway.

TOLEDO, OHIO, April 1, 1895.

To All Concerned:

One year's trial of Discipline without Suspension has demonstrated to both the company and a majority of its employes its superiority. It will therefore be continued with some modifications, among which are:

1. Change of title to Record Bulletin.
2. Eastern Division boards will be placed at Toledo and West Columbus, and Columbus Division board in conductors' room at Toledo.
3. As far as possible, the identity of the man bulletined will be concealed. The chief object of the bulletin is to be educational.
4. Bulletins are to contain facts and conclusions, and only such comment as applicable.
5. Each man's record, and his only, may be inspected by him at any time.
6. Division superintendents invite correspondence on any subject of mutual concern from their employes, thinking that in that way we may all work together, and to the best interests of the company we serve.

T. F. WHITTELEY,
General Superintendent.

Canadian Pacific Railway Company. ONTARIO AND PACIFIC DIVISION.

SMITH'S FALLS, February 29, 1896.

To Enginemen, Trainmen, Yardmen, Agents and Operators:

Commencing March 1, 1896, what is known as the Brown System of Discipline will be put into force on this division between Toronto and Montreal. This consists of a system of marks which will be used instead of the present system of suspension for carelessness or neglect of duty—except that:

Employes will, as heretofore, be discharged for drunkenness, either on or off duty; for drinking intoxicating liquors on duty; for frequenting saloons or other places of low resort; for incompetency; for dishonesty, and for other serious offences.

And suspension will be imposed when the head of department deems disciplining by marks unsuitable to the case or to the individual.

Where a suspension of ten days (for instance) was formerly given, ten marks will be assessed, save for a repetition of the same offence additional marks may be given. Each person will be entitled to sixty marks before dismissal. For every twelve consecutive months' service free from demerit marks, twenty marks will be deducted from any that may have been previously entered against a person's record. No deduction will be made for less than twelve consecutive months' perfect service. Each offender will be given notice of all marks assessed, and when the head of the department deems it advisable, the offence and punishment assessed will be bulletined, omitting names of offenders.

All parties affected by this notice start with a clear record on the above date, save that where the future record of parties concerned shall show that past offences are being repeated, and that former consideration for the offender has not brought about the desired result, the person concerned may be summarily dealt with, or given double marks, as the case may merit.

On account of the liberal allowance of marks given under this new system, we shall expect a more prompt response to the various rules and instructions of the company. It is not the intention, by this change, to relax discipline, but to enforce more fully the observance of existing rules. The system of reward for satisfactory service will give opportunity for rectifying past errors, which we think will be appreciated.

G. S. MACKINNON, R. R. JAMIESON,
Master Mechanic. Assistant Superintendent.
Approved:
J. W. LEONARD,
General Superintendent.

The Chicago & Alton Railroad Company.

BLOOMINGTON, ILL., June 1, 1895.

All Officers and Employes:

Beginning June 1, 1895, the practice of suspending employes on account of shortcomings will be discontinued.

Records will be carefully kept in detail by the heads of each department, showing the service of each employe, whether good or bad. These records shall be confidential, as between the company and each individual employe; that is, any employe may be shown his individual record at any time he may desire to examine it, but he may not, under any circumstances, be shown the record of another employe.

When the individual record shall show an employe to be careless, indifferent or incompetent, to the detriment of the company's interests, such employe will be permanently removed from the service. The removal, however, shall not take place until the record shall have been submitted to, and such action approved by, the general superintendent.

Each employe will be notified promptly of all entries made in the record book opposite his name.

All employes start with a clear record on June 1, 1895.

In the promotion of employes, their previous record will be carefully considered.

When an employe performs an especially meritorious act, it is desirable that the same shall be put upon the record.

Each subordinate officer is cautioned and urged to see that information necessary to the proper keeping of the record of each individual is promptly forwarded to the head of his department.

Approved: WILLIS E. GRAY,
C. H. CHAPPELL, General Superintendent.
Vice-President and General Manager.

Boston & Maine Railroad.

BOSTON, February 15, 1896.

Commencing March 1, the enforcement of discipline by suspension will be discontinued.

1. Heads of departments will keep a record of the service rendered by each person in their respective departments, and whenever the record of any is so generally unsatisfactory as to unfit him for further service, dismissal will follow.

2. Each person employed will be notified promptly of unfavorable entries made in the record book opposite his name. He will, upon request, be shown his record at any time, but will not be permitted to see the record of another person.

3. Bulletins showing each case of discipline, omitting name, date, train and location, but containing facts and conclusions and such comment as is applicable, will be issued from time to time if considered necessary.

4. Dishonesty, intemperance, disloyalty, insubordination, incivility, wilful negligence, incompetency or other disobedience of the company's rules will be considered sufficient cause for dismissal.

5. In the promotion of employees their previous records will be carefully considered.

6. Subordinate officers will see that information necessary to the proper keeping of the record of each individual is promptly forwarded to the head of his department.

The objects to be attained under the new system are:

First, To avoid loss of wages by persons employed and consequent suffering to those who are dependent upon their earnings.

Second, to stimulate and encourage all persons engaged in company's service in the faithful and intelligent performance of their respective duties.

This system is introduced with the belief that it will be directly beneficial and that it will meet with the approval and cordial co-operation of all concerned.

T. A. MACKINNON,
First Vice-President.

Chicago, Rock Island & Pacific Railway Company.

CHICAGO, September 1, 1896.

Effective October 1, 1896, and applicable to Engineers, Firemen, Conductors, Train Baggage-men, Brakemen, Flagmen, Porters, Yard Masters, Yard Foremen, Switchmen and Telegraph Operators.

With a view of reducing suspensions, and at the same time of disciplining employees, on their individual performance, a record will be kept of each employee, showing his shortcomings, neglect of duty, violation of rules, bad conduct, etc., and at the same time a similar record of commendable service, economical performance, excellent conduct, valuable suggestions, and all exceptionally good acts which show to establish the record of a first-class conscientious employee.

Employees will, as heretofore, be discharged for drunkenness (either on or off duty); for drinking intoxicating liquors on duty, for frequenting saloons or other places of low resort; for incompetency, dishonesty and insubordination; and for other serious offences.

One demerit mark will be assessed in each case, representing one day's suspension under the former system, except that for a repetition of the same offence additional demerit marks may be assessed. Each person will be entitled to sixty-five demerit marks before dismissal. For every twelve consecutive months' perfect service, free from demerit marks, a credit of twenty marks will be given to each employee. No credit will be allowed for less than twelve consecutive months' service.

Each employee will be notified of all entries made against him, and in

order that all may profit by the experience of others, advisory bulletins will be issued from time to time, showing the action taken with parties at fault for accidents, neglect of duty, etc., omitting names of offenders.

By adopting this method we hope to encourage good men, improve the service of fairly good employees, and drop from the rolls employees who are habitually careless, and indifferent to the company's best interests.

All employees affected by this rule start with a clean record on the above date, except that when subsequent records shall show that past offences are being repeated, the persons concerned may be summarily dealt with, or given double marks, as the case may merit.

GEO. F. WILSON,
Supt. Motive Power and Equipment.
W. J. ALLEN,
Assistant General Manager.

Detroit, Lansing & Northern Railroad. Chicago & West Michigan Railroad.

To better promote the interests of these lines, a change in the present method of disciplining its employees will go into effect April 1, 1896.

1. Heads of departments will keep a record of the service rendered by each person in their respective departments, and whenever the record of any one is so generally unsatisfactory as to unfit him for further service, dismissal will follow.

2. Under this new system, a certain number of marks will be entered against the record of an employee for a violation of rules or carelessness, instead of a suspension or fine, as formally imposed. For a repetition of any offence, double the number of marks will be entered.

3. For every twelve consecutive months of service free from demerit marks, or free from necessity for imposing a reprimand, ten marks will be deducted from any that may have been previously entered against an employee's record.

4. When sixty marks are entered against the record of any employee, his services will be dispensed with.

5. Dishonesty, intemperance, disloyalty, insubordination, incivility, wilful negligence, incompetency, or disobedience of the company's rules will be considered a sufficient cause for immediate dismissal.

6. All employees affected by this change will begin with a clear record on April 1, 1896.

7. In imposing demerit marks, as well as in promoting employees, their previous records will be carefully considered.

8. Each employee will be notified promptly of all unfavorable entries against him, and he will be permitted to examine his record at any time upon application.

9. Each employee will be afforded an opportunity for appealing against any decision; but such appeal must be made in writing within ten days after receipt of notice.

10. When employees are required to attend investigations, they will not be allowed the time they are thus withdrawn from the service, should they be found responsible in any degree.

11. Bulletins, showing each case of discipline, omitting the name, date, train and location, but containing facts, conclusions, and such comment as is applicable, will be issued when necessary.

12. The system is introduced, not with the intention of relaxing discipline, but rather to enforce stricter observance of existing rules and regulations; and with the belief that it will be beneficial to and meet with the hearty co-operation of all concerned.

J. K. V. AGNEW,
General Superintendent.
CHAS. M. HEALD,
Receiver.

Missouri, Kansas & Texas Railway Company.

St. Louis, Mo., July 25, 1896.

All Officers and Employees, Operating Department:

The practice of enforcing discipline by suspension will be discontinued.

Heads of departments will keep a record in detail of the service rendered by each employee in their respective departments, and whenever the record of any is considered so generally unsatisfactory as to unfit him for further service, dismissal will follow. Each subordinate official will see that information necessary to the proper keeping of the records of each individual is promptly forwarded to the head of his department.

Dishonesty, intemperance, disloyalty, insubordination, incivility, wilful negligence, incompetency, or disobedience of other rules of the company will be considered sufficient cause for dismissal.

Each employee will be notified promptly of unfavorable entries made against his record, but will not be permitted to see the record of any other person. These records shall be confidential as between the company and each individual employee.

Bulletins showing each case of discipline, omitting name, date, train, and location, but containing facts, conclusions and such comments as are applicable, will be issued from time to time if considered necessary.

In the promotion of employees, their previous record will be carefully considered.

When an employee performs an especially meritorious act, it is desirable that an entry of the same be made on his record.

The objects to be attained under this system are:

1. To avoid loss of wages by employees and consequent inconvenience or suffering to those who are dependent upon their earnings.
2. To stimulate and encourage all employees in the faithful and intelligent performance of their respective duties.

This system is introduced in the belief that it will be directly beneficial, and that it will meet with the approval of all concerned.

A. A. ALLEN,
Assistant General Manager.

THOS. C. PURDY,
Vice-President and General Manager.

Kansas City, Fort Scott & Memphis Railroad Company.
Kansas City, Clinton & Springfield Railway Company.
Current River Railroad Company.

KANSAS CITY, Mo., September 26, 1895.

Notice to Enginemen, Trainmen and Switchmen:

Beginning October 1, 1895, a system of marks will be used instead of the present system of suspending for carelessness or neglect of duty, except that:

Employees will, as heretofore, be discharged for drunkenness, either on or off duty; for drinking intoxicating liquors on duty; for frequenting saloons, or other places of low resort; for incompetency; for dishonesty, and for other serious offences.

And suspension will be imposed when the head of department deems disciplining by marks unsuitable to the case or to the individual.

Where a suspension of ten days was formerly given, ten marks will be assessed, save for the repetition of the same offence, additional marks may be given. Each person will be entitled to sixty marks before dismissal. For every twelve consecutive months' service, free from demerit marks, twenty marks will be deducted from any that may have previously been entered against a person's record. No deductions will be made for less than twelve consecutive months' perfect record. Each offender will

be given notice of all marks assessed, and when the head of the department deems it advisable, the offence and punishment assessed will be bulletined, omitting names of offenders.

All parties affected by this notice start with a clear record on the above date, save that where the future records of parties concerned shall show that past offences are being repeated, and that former consideration for the offender has not brought about the desired result, the person concerned may be summarily dealt with, or given double marks, as the case may merit.

On account of the liberal allowance of marks given under this new system, we shall expect a more prompt response to the various rules and bulletin orders. It is not the intention by this change to relax discipline, but to enforce more fully the observance of existing rules. The system of reward for satisfactory service will give opportunity for rectifying past errors, which we think will be appreciated.

J. H. EMMORT,
Superintendent.

W. A. NETTLETON,
Superintendent M. P. & M.

The Wabash Railroad Company.

Superintendent's Office, Western Division.

MOBERLY, Mo., March 31, 1896.

With the view of reducing suspensions, and, at the same time, to discipline each and every west division employee on their individual performance, a record will be kept of each man, showing their shortcomings, neglect of duty, violation of rules, bad conduct, failure to move promptly, etc., and, at the same time, a similar credit record of commendable service, excellent conduct, valuable suggestions, and, in fact, all exceptionally good acts which go to establish a record of a first-class, conscientious employee. Credit will also be given when employees work a certain number of months without having a failure charged against them in the record book.

In order that all employees may profit by the experience of others, advisory bulletins will be issued from time to time, showing action taken with party at fault for accidents, neglect of duty, etc., without mentioning names, locations, or dates.

By adopting this method, we hope to encourage good men, improve the service of fairly good employees, and drop from the rolls the men who are habitually careless and indifferent to the company's best interests.

Disloyalty, dishonesty, intemperance, insubordination, wilful negligence, making false reports or statements, and concealing facts concerning matters under investigation, are dischargeable offences, requiring prompt action to maintain employee's discipline and the confidence of the Wabash Railroad's patrons.

W. A. GARRETT,
Superintendent.

Plant System.

First Division, Office of Superintendent.

CHARLESTON, S. C., May 4, 1896.

The management desires to try in the transportation department on the first division of the Plant System, the plan of discipline which has already been put into successful operation on other railway systems in the United States.

The co-operation of all officials is invoked in this effort to govern by a system of rewards rather than punishment. In order that the plan may have a fair trial, its features should be explained to all desiring information, so that all ambitious of advancement and recognition may enjoy its benefits.

Commencing with June 1, 1896, the punishment of employees in train

service, including enginemen, firemen, conductors, brakemen and switchmen, by suspension from duty with loss of time, will be abandoned, and thereafter punishment for neglect of duty, violation of rules and bad conduct shall be by reprimand, book suspension, or dismissal from the service. The present method of investigation by board of inquiry will be continued; but, instead of the actual suspension of employees, a bulletin will be issued covering each case of discipline, omitting the name, date, train and location, but showing the punishment inflicted, together with the expense caused the company by the carelessness or failure to observe the rules, and a copy of same will be sent to the employee at fault. A complete record of all employees will be kept and all discipline imposed will be shown thereon, and credit given for excellent conduct, deeds of heroism, loyalty, etc., and these credits will be given full consideration in connection with the charges entered against employees. It will be understood that disloyalty, dishonesty, intemperance, insubordination, wilful negligence, making false reports or statements, or concealing facts surrounding matters under investigation, will be considered as dischargeable offenses.

The objects to be obtained under the new system are:

First, To avoid loss of time to employees, and consequent possible suffering to those who may be dependent upon their earnings.

Second, That all may become acquainted with every case for which discipline is imposed, and learn something from the failure of others.

Third, To encourage and stimulate all employees to co-operate with the officers in all matters tending to produce efficiency, and thereby secure better service.

This system is introduced with the belief that it will meet with the approval of all concerned, and be directly beneficial; and the cordial co-operation of all employees is desired to make it an unqualified success as compared with the system heretofore prevailing.

Approved:

W. J. HAYLOW,
Superintendent Transportation.

C. A. GODSDIN,
Superintendent.

Norfolk & Southern Railroad Company.

For the purpose of providing a more perfect record of the performance of duty by the employees named below, and to create among them entire confidence in the wishes and purposes of the management to make such record a fair and just one, and further to acquaint them with all cases of discipline, the following described system of discipline will be adopted to take effect July 1, 1896.

A record of each employee shall be kept in a book in the office of the general manager. On one side shall be entered demerit marks for neglect or violation of rules and orders and misconduct; on the other side shall be entered merit marks for good work, showing the desire to further the interest of the company, and for acts of loyalty and heroism. This book shall be subject to the inspection of any employee as to his own record in it, but he may not see that of another employee.

Each case of neglect of duty, violation of rules and orders, or other misconduct shall be investigated by the head of the department concerned and then referred with the evidence to the board of discipline, which shall determine the punishment to be inflicted. This board shall consist of the general manager and two heads of departments, one of whom shall be of the department in which the employee whose case is under consideration is employed. Dishonesty, intemperance, insubordination, wilful negligence, false reports and concealing information about facts under inquiry, shall be deemed cause for dismissal. The board may investigate for itself any case already examined by heads of departments, and the general manager may in his discretion increase or diminish the punishment awarded by the board.

After each case has been determined, the circumstances shall be de-

scribed, omitting such as would identify the employee, which together with the costs involved, if any, shall be posted upon bulletin boards, and a copy of the notice shall be enclosed in an envelope and sent to the employee himself, who will in like manner be informed of merit marks. When the notice relates to an employee of a class which does not have access to bulletin boards, then a copy shall be sent to each member of such class.

The system of discipline will be applied to the following employees:

Station agents, enginemen, baggage masters, flagmen, firemen, conductors, section firemen, bridge tenders, pumpers, steamboat masters and steamboat engineers and mates.

In order to secure the largest and best results of the system of discipline, and thereby elevate the efficiency of service among employees, merit marks shall have a greater influence upon the record than demerits at the rate of five to one; that is, one merit mark on the credit side of an employee's record shall cancel five demerits on the other side.

It is desirable to continue the present payment of premiums as far as practicable. For this purpose the following premiums shall be paid to such employee of the several classes, as shall have no demerit marks upon his record, and an unincumbered credit of five merit marks at the end of each six months; and a continuous service of four months shall constitute eligibility for premiums.

Station agents	\$25 00	Steamboat masters	\$25 00
Conductors	25 00	Steamboat mates	15 00
Baggage masters	15 00	Steamboat engineers	25 00
Flagmen	15 00	Section foremen	25 00
Enginemen	25 00	Bridge tenders	15 00
Firemen	15 00	Pumpers	15 00

The board of discipline shall from time to time examine the record of each employee; whenever such record shall indicate a detriment to the service of the company by the continued employment of such an employee he shall be dismissed.

The system of discipline shall be changed whenever it is desirable for the employees or the company. To that end suggestions and criticisms are invited in writing addressed to the heads of departments or to the board of discipline.

M. H. KING,
General Manager.

The Columbus, Hocking Valley & Toledo Railway Company.

COLUMBUS, OHIO, July 25, 1896.

All Employees: Transportation, Machinery, Roadway and Telegraph Departments:

Effective August 15, 1896, the system of suspending employees for minor derelictions of duty will be abolished, and a credit and a debit system, for good or bad service, inaugurated; allowing accumulated credits to offset debits, when possible.

This arrangement is intended to give continuous employment so long as services of employees are efficient and satisfactory. Records will be carefully kept in the offices of the heads of the respective departments, showing the service of each employee. The record will be confidential as between the company and each individual employee; that is, any employee may be shown his individual record at any time he may desire to examine it, but he will not under any circumstances be shown the record of another employee.

When the individual record shall show an employee to be careless, indifferent or incompetent, to the detriment of the company's interests, such employee shall be permanently retired from the service.

Each employee will be notified of all entries made in the record book opposite his name. In the promotion of employees, their service record will be carefully considered. When an employee performs an especially

meritorious act, it will be made a matter of record to his credit. Each subordinate officer is cautioned and urged to see that the information necessary to the proper keeping of each individual record is promptly forwarded to the head of the proper department.

Approved:

W. A. MILLS,
General Manager.

M. S. CONNORS,
Superintendent.
S. S. STIFFEY,
Master Mechanic.
WM. MICHEL,
Engr. M. of Way.

Chicago Great Western Railway.

ST. PAUL, MINN., October 1, 1895.

To all Employees:

Beginning October 1, 1895, the manner of extending discipline to the employees of this company will be carried out on the following plan:

Actual suspension from duty will not be enforced.

An account of the service, whether good or bad, of each employe, will be kept in detail, and each employe will be notified personally of all entries in the record book opposite his name.

Permanent removal from the service will follow when the individual record shall show an employe to be careless, indifferent or incompetent, to the detriment of the company's interest.

Due consideration and credit will be given employes for especially meritorious acts, and for periods of continuous good service. In the promotion of employes their previous record will be carefully considered.

It is hoped that abolishment of suspension from duty may encourage even greater care and watchfulness where the company's interests are involved.

Approved:

SAMUEL STICKNEY,
General Manager.

C. SHIELDS,
General Superintendent.

Minneapolis, St. Paul & Sault Ste. Marie Railway Company.

Office of the Superintendent.

DEBIT AND CREDIT SYSTEM FOR TRAIN AND YARDMEN.

MINNEAPOLIS, MINN., February 19, 1896.

On March 1, 1896 the system of suspending trainmen for minor derelictions of duty will be abandoned and in its place the plan of giving credits for good service, and debits for bad; allowing the accumulative credits to offset the debits when possible. This arrangement is intended to give permanent and continuous employment to men now in the service. It is hoped that other good results may develop from its adoption. The system is based on general meritorious service, with excellence in the following special directions:

1. Punctuality of trains when time is made and speed limit is not exceeded.
2. Economy in the use of train supplies.
3. Promptness in making reports, answering correspondence, etc.
4. Freedom from damage to cars and property while switching and handling way freights.
5. Carrying cars by, or leaving them short of destination.
6. Freedom from sectional collisions. (A sectional collision is one where a train breaks apart, and a collision of the several sections occurs.)

7. Freedom from disagreements with other employes of the company while in discharge of their duties.

8. Damage to persons and property caused by rough handling of trains.

9. Non-affiliation with labor organizations under whose by-laws strikes can occur.

10. An act of heroism, or the use of good judgment in an emergency.

11. A special act of merit or loyalty for the good of the service.

Credits cannot, under ordinary circumstances, apply to damage caused by:

1. Incorrect use of telegraph train order.
2. An ignorance of current book or time table rules, whereby damage to persons or property results.
3. Intoxication while on duty.
4. Rear end collisions, whether on road (when properly signalled), or in station limits.
5. A violation of the rules governing any movement of trains at stations, railway crossings or draw-bridges.
6. Interference with or dictation to any employes (not subordinate to trainmen) as to the performance of their duty.
7. Dishonesty or conspiracy prejudicial to the revenue of the company or its reputation.

The credit account will be inaugurated as follows:

March 1, 1896, all conductors and brakemen then in the service, who have been in the employ two years, will receive a credit of sixty days. For a less term than two years, a proportionate credit will be given, and for each year of good service from that date a credit of thirty-five days will be given.

Especially meritorious service will procure such additional credits as the management may decide. When a conductor or brakeman becomes subject to discipline, his credits shall be decreased to the extent deemed advisable.

Each conductor or brakeman will be informed in writing the number of days he may receive either to his credit or debit, and in case he is dissatisfied with the ruling, he can appeal, without prejudice, to the superintendent.

The record books will be kept in the office of the superintendent, and each employe, whose name appears therein, will have the right, at any time, to inspect his individual record, but not the record of any other employe.

When, by reason of slack business, it becomes necessary to reduce the force, the conductors and brakemen with the best records will be given preference.

Inasmuch as the credit and debit system is an experiment, and has not been worked to a conclusion, it is subject to change whenever it bears unjustly on employes affected by it, or the company, and that, so far as practicable, it may attain perfection, criticisms and suggestions are invited. They should be made in writing to the head of the department concerned.

F. D. UNDERWOOD,
General Manager.

E. PENNINGTON,
Superintendent.

Wheeling & Lake Erie Railway Company.

TOLEDO BELT RAILWAY.

TOLEDO, OHIO, January 26, 1895.

G. R. BROWN, Esq., General Supt. Fall Brook Railway.

My Dear Sir:—For your private information I hand you

copy of instructions to be issued, in regard to which your original article had its influence. Thinking the same might be of interest to you, I am,

Sincerely yours,

C. A. WILSON.

Circular No. 36.

The Wheeling & Lake Erie Railway Company.
Operating Department.
Office of the General Superintendent.

TOLEDO, OHIO, February 1, 1895.

INSTRUCTIONS AS TO REGULATION OF EMPLOYEES.

To Heads of Departments:

DISCIPLINE.

Discipline should be by fines, suspension or record; extreme punishment by dismissal.

Punishment by fine is deprecated. It is, however, admitted that there are cases which cannot otherwise be reached, on account of the character of the man and of the offence. Fines should not be used, except small ones for minor offences—such as failure to make proper reports, failure to regard the use of telegraph wires under the rules, failure to properly use switch keys, etc.

Punishment by suspension should also be used as sparingly as possible, and is applicable to that class of help which can be temporarily spared without detriment to the service. During the period of suspension, the employe will not be extended any privileges by the company. If he has a pass it should be taken up, otherwise the suspension partakes of the nature of a vacation.

Punishment by the record and advisory bulletin. The negligence, failure in duty, etc., of employes must be recorded, and while neither fines or suspension may be applied in every instance, the record will always be made of such negligence, and will be in itself a punishment, as by it an employe may eventually subject himself to dismissal.

The advisory bulletins are more educational than disciplinary. When used as disciplinary, should take the place of a reprimand. Punishment by dismissal should always be deliberate and from well founded causes, and, as a rule, final and conclusive.

The method indicated above should be used by all department heads reporting to the general superintendent, and should cover discipline for violation of existing rules or instructions, whether resulting in casualties or not.

The head of each department may exercise his own discretion in applying discipline, as to the method or the measure, as regards those over whom he has jurisdiction, as referred to in these instructions.

RECORDS.

The superintendent of transportation will keep a record of all employes over whom he has jurisdiction, such as engine-men, firemen, trainmen, train dispatchers, telegraph operators, levermen, etc. Records should show history of the employe from form 429, and, following this, whatever occurs regarding the employe, either for or against him, as may be shown by reports or conclusions reached as to derelictions of duty or commendable acts brought to the attention of the superintendent of transportation. The general superintendent to be furnished

with memoranda which constitutes the record of all men except brakemen.

The engineer maintenance of way to keep a record of his *foremen only*, showing the same as outlined above as to superintendent of transportation. The road masters and superintendent of bridges to keep a duplicate record.

The master car builder to keep a record of what men he desires in his department, but it should include all inspectors and foremen, and the general superintendent will keep a copy of the record of inspectors and foremen of car repairers, outside of shops, from memoranda furnished by the master car builder.

Master mechanic to keep a record of all men in his department, including engine-men and firemen. To furnish the superintendent of transportation information as to shortcomings or commendable acts of engine-men and firemen as to matters upon which they report to the master mechanic, and *vice versa*, and the superintendent of transportation will furnish the master mechanic information about the doings of these men when reporting to the superintendent of transportation, so that each may have a complete record of joint men. The general superintendent will be furnished with memoranda in regard to engine-men, firemen, round house foremen and hostlers.

ADVISORY BULLETINS.

Advisory bulletins will be issued for the purpose above indicated—educational and disciplinary, and may, in the discretion of the head of the department, take the place of other discipline, but should be used educationally, even in absence of corrective application.

The names of employes will not be used in these bulletins. They should include conclusions of, and advice from the head of the department relative to derelictions of duty or commendable acts.

All bulletins, before posting, will be submitted to the general superintendent and receive his endorsement. The superintendent of transportation will compile and issue bulletins relative to employes who may be engaged in the work of transporting freight and passengers. The engineer maintenance of way relative to employes engaged in the maintenance of way and structures. The master car builder relative to employes engaged in the maintenance and inspection of car equipment. The master mechanic relative to employes who may be engaged in the care and maintenance of motive power. Bulletins will be posted by the superintendent of transportation and engineer maintenance of way upon special bulletin boards *placed at designated stations*. By the master car builder and the master mechanic at bulletin boards *erected at shops or engine houses*, other similar bulletin boards being open to their bulletins if desired.

APPLICATION OF DISCIPLINE AND PUNISHMENT.

Train masters, road masters and foremen should have the power to dismiss and discipline the men reporting to them, subject to the approval of the head of the department. Engine-men, firemen, conductors and foremen should not be dismissed without the approval of the general superintendent. If it seems necessary for prompt action, the men can be suspended from duty and payment made to them of the amount due them for their service, and the question of his permanent dismissal from the service of the company held open for approval.

The head of each department reporting to the general superintendent will constitute one of a board. Each department

may be represented by a deputy in the absence of the head. This board will hold its meetings at the office of the general superintendent every Monday afternoon of each week. Each department can be represented by its head or deputy. In the absence of the general superintendent, where the meeting for reasons cannot be postponed, he will designate a chairman in his place. The business at such meetings will be to discuss and pass upon questions of dismissal, promotion, and review of cases upon which the approval of the general superintendent depends, or upon questions which may be referred to him for ruling, and for discussion and disposition of questions of mutual interest affecting the different departments which may be in dispute or subject to question, being understood that, as a rule, the recommendations of the head of each department upon questions immediately affecting that department will be endorsed.

PROMOTIONS.

Promotions should be made from the service and positions so filled. Seniority, the employee's record, his habits, character and fitness for special duties to be performed, should always be the guide in making promotions, and no promotions should be made except on the approval of the head of department, examination first being made upon the above lines. As a rule, only the lowest positions should be filled by new men; other positions should be filled by promotion. (See rule 605.)

GENERAL.

In the above regulations it should be expressly understood that it is not intended to centralize the control over employees or interfere with the discretion of those having supervisory duties, or so restrictive as to interfere with good service. Foremen and others responsible for the proper conduct of the business and results should have full control of the men directly under them, the only object being to surround those who have the supervision of employees by helpful assistance, and the advice of those competent to give it in the interest of broad government and fair play.

LOCATION OF BULLETIN BOARDS.

Advisory bulletin boards will be erected at the following stations: Toledo, Ironville, Fremont, Bellevue, Norwalk Yard, Huron, Lodi, Creston, Columbia yard master's office, Valley Junction, Somerdale, Jewett, Adena, Warrenton, Terminal Junction and Steubenville; engine house, Ironville; engine house, Columbia; engine house, Norwalk; Ironville shops 3; repair track, Toledo; Columbia car shops; Yardman's house, Ironville; in charge of the agents at respective stations. Advisory bulletins will be posted for fifteen days and then filed in a book provided for the purpose.

The above regulations will take effect on and after February 1, 1895.

C. A. WILSON,
General Superintendent.

St. Paul & Duluth Railroad Company.
Assistant General Manager's Office.

ST. PAUL, MINN., December 21, 1896.

To Officers and Employees:

Transportation, Roadway and Track, Bridges and Buildings and Telegraph Departments.

1. On January 1, 1897, the system of "discipline by

record" of the employees of this company employed in the above departments will become effective, and suspension from duty, with consequent loss of time, will be discontinued. Discipline will be maintained by reprimand, charges against an employee's record or by dismissal from the service. For this purpose record will be kept in detail by the heads of departments of the service of each employee. These records will be confidential as between the company and each individual employee, and no employee will be shown or have access to any of such records except his own.

2. Reprimands will be noted upon the records of employees who may receive the same. Instead of actual suspension, the employee at fault will be allowed to continue at work, as many days suspension being charged against his record as the misdemeanor may warrant, but when the individual record of an employee shows continued carelessness, intemperance or incompetency, to the detriment of the company's interests, he will be removed from the service. Each employee will be promptly notified of all entries made in his record against him. In the promotion of employees, their records will be carefully considered. Although the personal records of employees will commence January 1, 1897, it is believed that any employee who has been in the service of the company for a term of years is entitled to the benefits of a meritorious record of services in the past, or should be held accountable for continued acts of carelessness or incompetency in the past; and, therefore, in the future in considering the promotion or dismissal of an employee from the service, due regard will be given to his record of the past.

3. Record bulletins will be issued by the heads of departments from time to time. These bulletins will be educational. They will be issued for, and give a brief account of, each case that has resulted in discipline, and state how it could have been avoided, but will omit all reference that would identify the person at fault.

4. Acts of disloyalty, dishonesty, desertion, intemperance, insubordination, wilful neglect, gross carelessness, violation of rules, whereby the company's property is endangered or destroyed, making false reports or statements, or concealing facts concerning matters under investigation, will, as heretofore, subject the offender to summary dismissal.

5. No reprimand or charge against an employee's record will be noted against an individual record without notice to the person affected, and an opportunity given for explanation and defense.

6. Subordinate officers are cautioned and instructed to see that information necessary to the proper keeping of the record of each individual employee is promptly forwarded to the head of his department.

Approved:

A. B. SLOUGH,
Vice-Pres. and Gen. Manager.

L. S. MILLER,

Asst. Gen. Manager.

Order No. 9.

Maine Central Railroad Company.
Office of General Manager.

PORTLAND, MAINE, January 6, 1897.
Operating Department.

Commencing February 1, the enforcement of discipline by suspension will be discontinued.

1. Heads of departments will keep a record of the service

rendered by each person in their respective departments, and whenever the record of any is so generally unsatisfactory as to unfit him for further service, dismissal will follow.

2. Each person employed will be notified promptly of unfavorable entries made in the record book opposite his name. He will upon request be shown his record at any time, but will not be permitted to see the record of another person.

3. Bulletins showing each case of discipline, omitting name, date, train and location, but containing facts and conclusions and such comments as is applicable, will be issued from time to time, if considered necessary.

4. Dishonesty, intemperance, disloyalty, insubordination, incivility, wilful negligence, incompetency or other disobedience of the company's rules will be considered sufficient cause for dismissal.

5. In the promotion of employees their previous records will be carefully considered.

6. Subordinate officers will see that information necessary to the proper keeping of the record of each individual is promptly forwarded to the head of his department.

The objects to be attained under the new system are:

First, to avoid loss of wages by persons employed and consequent suffering to those who are dependent upon their earnings.

Second, to stimulate and encourage all persons engaged in company's service in the faithful and intelligent performance of their respective duties.

This system is introduced with the belief that it will be directly beneficial and that it will meet with the approval and cordial co-operation of all concerned.

GEO. F. EVANS,
General Manager.

General Order No. 1.

Buffalo and Susquehanna Railroad Company.
Operating Department.

AUSTIN, PA., March 26, 1897.

Commencing April 1, the enforcement of discipline by suspension will be discontinued.

1. A record will be kept of the service rendered by each person in the operating department, and whenever the record of any employee is so generally unsatisfactory as to unfit him for further service, dismissal will follow.

2. Each person employed will be notified promptly of unfavorable entries made in the record book opposite his name. He will, upon request, be shown his record at any time, but will not be permitted to see the record of another person.

3. Bulletins showing each case of discipline, omitting name, date, train and location, but containing facts and conclusions, and such comment as is applicable, will be issued from time to time if considered necessary.

4. Dishonesty, intemperance, disloyalty, insubordination, incivility, wilful negligence, incompetency or other disobedience of the company's rules, will be considered sufficient cause for dismissal.

5. In the promotion of employees, their previous records will be carefully considered.

6. Persons will not be retained in the service who know-

ingly deceive us about mishaps on the road. We want the facts in every matter, and we want them at first hands.

7. The records of employees back of April 1, 1897, will not be entirely ignored, but will be kept in the background to the extent of giving everybody fair play.

The objects to be attained under the new system are:

First, To avoid loss of wages by persons employed, and consequent suffering to those who are dependent upon their earnings.

Second, To stimulate and encourage all persons engaged in the company's service in the faithful and intelligent performance of their respective duties.

This system is introduced with the belief that it will be directly beneficial, and that it will meet with the approval and cordial co-operation of all concerned.

Approved:

C. W. GOODYEAR,
General Manager.
W. D. BROWN,
General Master Mechanic.

W. C. PARK,
Superintendent.

Circular No. 1.

Long Island Railroad Company.
General Superintendent's Office.

LONG ISLAND CITY, N. Y., January 20, 1897.

The enforcement of discipline by suspension and fines will be discontinued.

A record of the service rendered by each employee will be carefully kept. Each person will be charged with deviations from good practice, and when in the judgment of the officers of the company, the record of an employee is sufficiently unsatisfactory to unfit him for further service, dismissal will follow.

Dishonesty, intemperance, disloyalty, incivility, wilful negligence, incompetency and disobedience of rules will be considered sufficient cause for dismissal.

Each employee's record will be shown him on request, but he will not be permitted to see the record of any other person. Each person employed will be notified promptly of any unfavorable entries made in the record book opposite his name.

Record bulletin notices will be issued from time to time, as may be necessary in the interests of discipline.

These bulletins will contain facts and conclusions, and only such comment as is applicable. The identity of the men will be concealed as far as possible, the chief object being educational.

Subordinate officers will see that information necessary for the proper keeping of the record of each individual is promptly forwarded to this office.

Correspondence is invited on any subject of mutual concern which will improve conditions and the interests of the Company.

The object to be attained is:

First, To avoid loss of wages by employees and consequent suffering to those who are dependent upon their earnings.

Second, To stimulate and encourage all persons engaged in the company's service in the faithful and intelligent performance of their duties, and to drop from the rolls those who are habitually careless and indifferent.

It is believed that this system will be directly beneficial,

and that it will meet with the approval and cordial co-operation of all concerned.

Approved: W. F. POTTER,
W. H. BALDWIN, JR., General Superintendent.
President.

Chicago & North-Western Railway Company.

Office of the Superintendent.

GALENA DIVISION.

CHICAGO, September 19, 1896.

G. R. BROWN, General Supt. Fall Brook Ry., Corning, N. Y.

Dear Sir:—Replying to your letter of the 16th inst., in reference to the system of discipline, I adopted the system of Discipline without Suspension, May 1, 1895, and have now had it in operation since that time. My method of installing the system, was simply to take the first case that offered after May 1, and after making a thorough investigation permit the delinquent to resume work, explaining to him that suspension had been dispensed with, that a record would be made of his offense, and explained how essential it was for him to see that the record was kept in a favorable condition. This one act advertised it very thoroughly among the balance of the men, so that no circular of the method of operation was issued.

Our plan is to keep a book, investigate each case very thoroughly, taking the statements of all parties concerned, have them sign their statements, and then locate the responsibility. If it is a case where ordinary suspension would have been used, a record of the facts is briefly entered in the book. The party at fault is notified by letter summing up the evidence proving his responsibility, and requested to receipt in writing for the notification. When that receipt is received it is attached to all the papers in reference to the case and they are all properly filed away, so that they can be found at a moment's notice at any future time.

This procedure has a tendency to impress very profoundly upon the employes that their faults have been made the most of, and the records are made in such a manner as to make it impossible to go behind if it ever should become advisable to dismiss them on account of unsatisfactory record.

We also utilize a page for any favorable mention we deem advisable to make to the credit of an employe. If any meritorious act comes to our notice a brief mention is made in the book, and it is thoroughly understood by our men that if a man's name is kept off the debit page, that the length of time it does not appear will also be considered as a credit in summing up his total record, and our men have been thoroughly advised that the record will be treated, as regards its final disposition, in this way. When, in the opinion of the superintendent, a man's record would indicate that he was unprofitable as an employe, and that any future attempt to make a better man of him would be futile, he will then be notified that we cannot retain him any longer in our service, and he will have to make room for someone else. We also find it advisable to bulletin all breaches of discipline that it is advisable to bring to the attention of other men in an advisory way, but no mention is made of names or locations, so as to avoid humiliating the offender as

much as possible, as we feel nothing can be gained by humiliating a good employe. That is our system, pure and simple, and we find that we are getting most excellent results, and I have no desire, whatever, to return to the old system of suspension, and I am pleased to see with what universal success your system is meeting with on the different railroads.

We really have been doing that sort of thing, to some extent, for a good many years, but not as thoroughly as we are at present. We have always laid great stress upon a man's record when it became necessary to suspend him or discharge him, but our system was so imperfect, in regard to its universal bearings, as to make it very unsatisfactory to the men, as compared to our present arrangement.

The other roads that I know of having recently adopted your system are the Southern Pacific, of which you are, of course, advised; also, the Chicago & Eastern Illinois. This latter company adopted the system of discipline without suspension after I had fully explained it to their general superintendent, although I presume it was done without the issuance of any circulars.

Yours truly,

J. C. STUART,
Superintendent.

Office of George H. Lloyd, Iron and Tin Plate Merchant.

ROOM 89, MASON BUILDING.

BOSTON, January 7, 1896.

GEORGE R. BROWN, Esq., General Supt., Corning, N. Y.

Dear Sir:—I have read your paper in the current number of Locomotive Engineering with much attention and a great deal of pleasure, and I have no wish to take up your time except to express my small measure of approbation, and to say that I think you deserve the thanks of every man in the United States who knows railroad men and their common usage.

I am not of that calling myself, but I am and have been intimately acquainted with a great many of that class, from superintendents down to firemen, and I think that few outside the offices of the general managements will disagree with me when I add that it is a wonder to find a man in power who can temper justice with mercy, and whose course towards those under him is marked with respect for their feelings and their welfare, and whose methods in dealing out his discipline keep in mind that the offenders are always human beings.

And I trust that success in your profession, the respect of your own employes, and that of the general public, will be always, as it should be, your constant possession and satisfaction.

Yours respectfully,

GEO. H. LLOYD.

Office of George H. Lloyd, Iron and Tin Plate Merchant.

ROOM 89, MASON BUILDING.

BOSTON, December 3, 1896.

GEORGE R. BROWN, Esq., Corning, N. Y.

Dear Sir:—I acknowledge your esteemed letter of November 28, answer to which has been deferred to await the arrival of the magazine, which I have not yet received. It will be wel-

come when it comes as a friendly offering from one who is, personally, a stranger to me, but who has my great respect and esteem, which I think is shared, as it should be, by everyone in this country who has an interest in the welfare of railroad workmen.

As for myself, and my proclivities for railroad life, I desire to say to you in strict truth, though not in confidence, that I pulled a throttle when I was only seven years old, having stolen into the engine house of the old B. & W., in this city, at night (there were no watchmen in those days), I climbed to the foot-board of the old "Elephant," and jerked open the throttle of that engine, "Baldwinval and Huffy," until I had backed her down against the door and cracked the same in two. The boys on the road next day saw no joke in this, and I don't know that you will see any now.

From that day to this I have known many and many railroad men, from superintendents down to switchmen. I have seen those among the former who know how to treat their men well, and I have known those who were firmly convinced that the only success in governing their subordinates was by curses, bad names and harsh treatment. And so much of the latter have I seen, in effect as well as in cause, as to be satisfied that a great deal of the discontent, always ripe for action, and sometimes bringing disaster and temporary ruin as its consequence, is due to this disposition and fashion on the part of many of the governing class.

Now, I am not disposed to trouble you with a long letter, to show you how many fine things I can set down here with the aid of my skillful typewriter, but I am so greatly impressed with the wisdom,—I am so confident that its extension, which I am glad to see taking place, will bring with it so much good to all parties concerned,—that I fain would tell you so, and to say to you, my dear sir, I have never seen you, probably I never will see you, but across the distance which separates us I shake you by the hand, and add, that if what Edmund Burke announced is true, "that he is a benefactor of his race who makes two blades of grass grow where one grew before," how much greater benefactor of his kind is he who substitutes two acts of kindness for one of unforgiving severity.

I am afraid that this speech will seem stilted to you, but it is the frank and sincere expression of the opinion I have had of your scheme, and its originator, ever since my first knowledge of either. And I desire to wish you all good things, even unto the end.

Respectfully signed,

G. H. LLOYD.

Office of George H. Lloyd, Iron and Tin Plate Merchant.

ROOM 89, MASON BUILDING.

BOSTON, December 12, 1896.

GEORGE R. BROWN, ESQ., Corning, N. Y.

Dear Sir:—I have just received Baker's magazine referred to in previous letter.

I thank you very much for your kind attention.

The cut of yourself is that of an older man than I had taken you to be, but the face is such as I would expect to be that of the author of your scheme.

I shall have it cut out, framed and hung up in this office in honor of one whose scheme for the treatment and management

of workmen has more in it for their benefit than any which, to my knowledge, has ever been proposed in this country.

Respectfully signed by

G. H. LLOYD.

Office of George H. Lloyd, Iron and Tin Plate Merchant.

ROOM 89, MASON BUILDING.

BOSTON, June 3, 1897.

G. R. BROWN, General Superintendent.

Dear Sir:—I would have answered your esteemed letter of May 29th with greater promptness if I had had the time to do so. You may use anything that I have written to you, as may commend itself to your own judgment or suit your own purpose. I know of nothing I can do to help on the work of which you are the author. But I have never varied from my original opinion, that its importance, its excellence, and far-reaching utility commend it and commend you, as its originator, to the esteem and respect of every man who has at heart the welfare of the working man, and not only of the working man, but of those who are benefited by the results of his labors.

I would little like to say anything that savors of exaggeration, but I am persuaded that it is hardly yet realized what important effect, upon the solution of the social questions of this day, will be the carrying into general adoption of the principles which underlies your scheme.

I am sorry, very sorry, that I have not the pleasure of your personal acquaintance.

Yours truly,

G. H. LLOYD.

Long Island Railroad Company.

General Superintendent's Office.

LONG ISLAND CITY, N. Y., March 8, 1897.

MR. G. R. BROWN, Gen. Supt., Fall Brook Ry., Corning, N. Y.

Dear Sir:—I attach herewith a copy of letter sent to Mr. G. W. Creighton. I know that the result will be appreciated by you.

Yours truly,

W. F. POTTER,
General Superintendent.

Long Island Railroad Company.

General Superintendent's Office.

LONG ISLAND CITY, N. Y., March 8, 1897.

G. W. CREIGHTON, ESQ., Superintendent Middle Division,
Pennsylvania Railroad, Harrisburg, Pa.

Dear Sir:—Answering your letter of March 4, I have used the Brown System in handling men for about three years, very successfully, on the F. & P. M., previous to my coming here, January 1.

This line has about 400 miles. In the winter time we have

3300 employees, and in summer, 4000 employees subject to these rules. We employ a large number of flagmen, and on the Atlantic division, ten miles long, we have 146 flagmen, or gate-men, now in service. These men earn about \$40.00 per month. *When the system was introduced on this line, January 20, it was a question with some of the officers of the company whether these flagmen would be susceptible to the methods proposed. The general impression with them was that they would not be.* The custom had been to suspend them from duty from three to fifteen days according to the offense. We had one man on the division I mention, who started out in the morning at 6 o'clock with eight extra men, dropping off a man at each point where the regular men failed to report for duty. *These extra men were used up every morning, and in some cases we did not have men enough to go round. Since the introduction of Discipline without Suspension we have had but one failure, and that was in the case where a man overslept and was late in reporting.* It has become entirely unnecessary to carry out the old plan of dropping men off to take the place of delinquents. The flagmen, while they seem to be willing to accept suspension occasionally, are not willing to run the risk of permanently losing their situation.

I would be glad to give you any further information on this subject if I can be of service to you.

Yours truly,

W. F. POTTER,
General Superintendent.

Long Island Railroad Company.

Office of the General Superintendent.

LONG ISLAND CITY, N. Y., May 31, 1897.

MR. G. R. BROWN, *Gen. Supt., Fall Brook Ry., Corning, N. Y.*

Dear Sir:—Yours of the 29th inst. at hand. I have no objection to your publishing letter of March 8, to W. G. Creighton, if you desire to do so.

Yours truly,

W. F. POTTER,
General Superintendent.

Chicago, Rock Island & Pacific Railway Company.

CHICAGO, May 31, 1897.

G. R. BROWN, ESQ., *Gen. Supt., Fall Brook Ry., Corning, N. Y.*

Dear Sir:—Acknowledging receipt of yours of May 29, beg to say that we have no objections to your publishing letters mentioned. The longer we work under this system, the more proof we have that the railroads, as well as the employees, are the gainers in using this method of discipline in place of the old one of suspension.

Yours truly,

A. J. HITT,
General Superintendent.

Chicago, Rock Island & Pacific Railway Company.

CHICAGO, April 21, 1897.

G. R. BROWN, ESQ., *Gen. Supt. Fall Brook Ry., Corning, N. Y.*

Dear Sir:—We were all sorry that we did not get to see you at Richmond, but hope we will have the pleasure of meeting you at the next meeting.

Knowing the interest you take in the Brown method of discipline I enclose herewith a copy of letters written to Mr. J. M. Graham, general superintendent Baltimore & Ohio Railroad, March 12, and which you will note is simply extracts from letters received from our division employees, and all complimentary to the system above mentioned. After this method has been in effect on our line one year I will again take the matter up with our superintendents and get expressions from them, which I will be glad to give you a copy of.

The result of the adoption of this system of discipline on our line has been more than satisfactory thus far, and we would not for one moment think of going back to the old rule of suspending. You are to be congratulated on the good work that you have done, not only for the employees, but for the railroad companies themselves.

Yours truly,

A. J. HITT,
General Superintendent.

Chicago, Rock Island & Pacific Railway Company.

CHICAGO, March 12, 1897.

J. M. GRAHAM, ESQ., *Gen. Supt. B. & O. Ry., Newark, O.*

Dear Sir:—Replying to yours of March 4, I give you the following extracts from letters received from our superintendents, relative to the Brown method of discipline. We adopted this system, I believe I told you, October 1, last year, so that we have now had it in force five months. In this connection would say that the extracts quoted hereafter are from letters superintendents wrote me in reply to the question by me as to what they thought of the Brown method of maintaining discipline. For your information, I would say, that in addition to giving the men merit marks for violations and infractions of rules, we give them twenty credit marks for twelve months perfect service, and in addition to that for exceptionally meritorious service in which a man may have saved life or property, we give them five to ten credit marks, as the case seems to warrant.

Superintendent Hovey writes as follows:—I must say that this system has surprised me some, that is, the employees seem more afraid of getting the marks against their record than they were under the old system of getting suspended the same number of days. Demerit marks, when given, stand against them, when heretofore, if they were suspended ten or fifteen days, after the time was up, they felt that they had paid all the penalty, and were even with the company again. While our business has been fully double what it was before we adopted this system, I think the violation of the rules has decreased at least twenty per cent. I know of nothing that has helped raise the standard of our service as well as this system.

Superintendent Gilmore:—I can only say that so far as this division is concerned, same is a decided success, and I am at this time unable to suggest any changes in our present rules that would improve the method we now have for handling trainmen. The disregard of rules or tendency to make mistakes on the part of trainmen has not increased with us, and during the short time we have been working under this system, our observation has been that employees, as a rule, are anxious and now work fully as hard to prevent demerit marks being assessed against them as they previously were to prevent suspension or dismissal. In addition, the number of men carried on our extra list is very much reduced and I believe that the dependent families of our employes now have a greater respect for the officers since we commenced working under our present system of disciplining men.

Superintendent Nichols:—I have talked this matter over with our dispatchers and train master, and they simply voice my opinion relative to the Brown system of discipline, to the effect that they think this is better and we are getting better results from our method of discipline under the Brown system than we did under the old method of suspending the men as a matter of discipline.

I notice that our trainmen, the ones with which we are more in contact with this method than any other class of men we have, are watching our bulletins very closely to see what actions are taken for various classes of offenses. They keep well posted in regard to the matter, and in several instances the men have made strong pleas to have us punish them in some other way than by giving them demerit marks. I learn that some of our men figure that if a man is discharged from our service by reason of having received sixty-five demerit marks, that this acts as a bar to their obtaining employment elsewhere, figuring that a man who has been discharged under these circumstances is not a fit or competent man to be retained in the employ of any company in train service. This never struck me in this light before, but I can readily understand how trainmen figure it this way. Another thing they say is that they would prefer to be discharged outright, after having received fifteen or twenty demerit marks, than to remain in the service and finally be discharged for having received sixty-five marks; this I imagine has a tendency to make every one more careful and work hard to keep out of our records.

We began using the Brown system of discipline on the first of October, 1896. Comparing the four months, October to January, 1896, inclusive, against October, 1896, to January, 1897, inclusive, I find we have the following results:

During the first named period our total days suspension for train and yardmen amounted to 740 days; under the Brown system for a like period of four months, our suspensions amount to 545 days, with this exception, that under the latter there was not a day lost by the men, while under the former they all served their time. This shows, that while we have been watching the matter closely and have not let any guilty man escape us, we still have reduced the suspension list twenty-six per cent, which, in my opinion, is a good argument in favor of the Brown system.

During the same period, that is, from October, 1895, to January, 1896, comparing with the same months for the following year, October, 1896, to January, 1897, we show that our train force has been reduced 103 men; this, in a great measure is the result of course of not being compelled, under the Brown

system, to keep a large extra board of conductors and brakemen for the reason that when we administer discipline, the man is not taken away from duty, and it is not necessary to fill his place with another man. Under the old system we found it necessary to keep from fifteen to twenty extra conductors on the extra board all the time in order to keep all the places filled, and we were also compelled to keep from thirty to thirty-five extra brakemen; under the Brown system, at the present time, we have but six extra conductors on the board, and for the past three weeks the work could all have been done by one extra man. We have also had on our extra list twelve to fourteen brakemen, and they have just about made enough to pay their living expenses, which is all an indication that the Brown system is keeping our men at work.

Superintendent Jones:—There can be no question in the mind of any one having experience in handling men under the old system and the Brown system, as the points in favor of the latter, as against the old system are so many that there is really no comparison. One of the greatest arguments used against the system at the time of its inauguration by this company was, that the men would not care for a few marks entered against their record; in other words, that it would not be discipline as intended. We find that any man against whom it had been necessary to charge demerit marks, would gladly stand a suspension of a like number of days, if by so doing, the marks could be erased. I am unable to state the percentage of infraction under the new system as against the old, but can illustrate by stating that January, 1897, was the first month in the record of this division, that it was not necessary to administer discipline to train or enginemen for infraction of rules. During the above month, I spent sixteen days on the road and the train-master twenty-one, and neither of us found anything sufficiently out of line to warrant application of discipline.

I believe that every man, whether regular or extra, is striving to merit twenty marks of approval by showing a clear record of twelve months. The men like the system. They feel that their efforts to serve the company's interests and obey its rules are taken cognizance of and rewarded. They know that the man who has been disciplined during the year cannot hold the same record at the end of the year as they who have faultlessly performed their work. They realize, that under the old system, a man may have been suspended three or four times during the year, while, at the end of said period he holds his head as high and, as far as favors or emoluments are concerned has as much right to expect them as the man who has never been called in the office. Appreciating the above, the result cannot be otherwise than a betterment of the service and a higher standard of railroad men, which is what we are striving for and the aim of all discipline. The system of bulletins is especially favorable. We seldom find that one assessment of demerit marks, followed by bulletin, fails to correct that particular evil over the whole division. On the old system, a man might be suspended for improper flagging and tell his fellow employees he was taking a lay-off or that he was suspended for failure to be on top through siding, and the discipline fails so far as its effect on others is concerned.

I particularly remember one case wherein a wreck occurred. An investigation proved conductor failed to protect his train. I discharged him for failure to properly protect his train, and he circulated the report that he was discharged for the wreck. Under the Brown system the bulletin would have corrected this

and his discharge would have had the proper effect on others who may have been lax in their flagging.

Chief Dispatcher Jones:—I am of the opinion that the present discipline system comes as near being perfect as it is possible to make it, both in justice to the service and to the employees, and am of the opinion that one demerit mark is dreaded more by the employee than a ten days suspension used to be, and that its effects are more far-reaching.

Would say that breaches of discipline and infraction of rules have decreased about twenty per cent in my department since the adoption of the present method.

Superintendent Hobbs:—We consider the Brown system of discipline superior, and by far more beneficial in its effects than the old system of discipline. We do not desire under any circumstances, to change from this system to any other. We believe that our service has been much benefited and improved under this system. Our men feel the marks more keenly than under the old system.

We had a case a short time ago, where a certain conductor on the division overlooked a shipment of perishable freight; claim was entered for a small amount, and *rather than have marks* assessed for his neglect, he expressed a willingness, (of his own accord) to settle the claim, which privilege was granted.

Superintendent Hubbell:—I wish to say that I am fully in accord with this system, and for the limited time we have used it, I believe it has been productive of much good in the way of creating a more kindly feeling between the company and its employees; that our discipline is better and that fewer hardships have resulted to the innocent, such as the wives and families of employees, who heretofore were to a greater or less extent deprived of some of the necessities of life on account of the wage earner being cut off from twenty-five to fifty dollars per month on account of suspension.

I have always believed that if there was any good in a man you could get more out of him by talking to him and showing him where he was wrong and allowing him to return to work, than you could by adding a sting to the reprimand. I believe the record kept of the employees in this way will soon show whether the man is fit to be retained in the service or whether he should seek employment elsewhere.

So far as the increase or decrease of infractions of rules is concerned, it has been somewhat less since the adoption of this system, I would say about five per cent. Another advantage under the present system over the old is in the reduction of our extra list which has been materially cut down, especially in busy times by the remaining at work rather than on account of being laid off under suspension. Every official knows that you increase the expense of operating when you work a new man in a crew, or put him at work with which he is not perfectly familiar.

From the above you will see that our superintendents are very strongly in favor of this method of maintaining discipline, and I am thoroughly satisfied from what I have seen of it that no railroad company can afford to continue to suspend employees in the transportation department.

Yours truly,

[Signed] A. J. HITT,
General Superintendent.

ONE YEAR'S EXPERIENCE WITH THE BROWN SYSTEM OF DISCIPLINE.

BY H. S. REARDEN.

ON February 1st, 1896, the Chicago, Peoria & St. Louis Railroad company adopted the Brown System of Discipline, as will be seen by circular issued at that time, of which the following is a copy:

To the Employees of the C., P. & St. L. R. R. Co.:

On February 1st, or as soon thereafter as arrangements can be made to put the scheme in operation, there will be adopted on this line what is known as the "Brown System of Discipline."

THE SYSTEM.

Instead of discharging or suspending without pay for infraction of the rules of the company, a record will be kept of the mistakes and faults of employees. In this record will be kept a brief statement of the irregularities for which a man is responsible. This record will take the place of the "lay-off." When a man commences to make a record in the book, he will be called in for an interview. He will be reminded that if the record gets too long, the company will have to consider him as unfit for the service; he will be shown his failures, and will be given an opportunity to improve. When the record against a man gets so long as to demonstrate his unfitness for the service, he will be dismissed.

This record will be a private one, and no employee will be shown any record therein except his own.

BULLETINS.

In addition to the foregoing record, and for the purpose of making every accident and incident of importance happening on the road a lesson to all trainmen, there will be posted up on the bulletin boards brief statements of accidents, mistakes and failures to observe the rule, with comments thereon by the proper official. No names will be mentioned on these bulletins. It is hoped that the examinations of these notices will be instructive to the employees and do much to prevent the recurrence of similar cases.

CONCLUSION.

"It is confidently believed that with this system in effect, a feeling of more security and confidence on the part of employees will be developed, and that the good men will be benefited and encouraged, while the unworthy, if there are any such, will be eliminated.

"It must be understood that co-operation on the part of employees in the matter of this reform will be of great assistance in producing good results, and that to this end it is very desirable that exactly correct accounts of mishaps occurring on the road shall be furnished by the parties interested.

"It must be understood that the right to summarily discharge for serious offenses is not given on the adoption of this plan. The record of the present employees up to date will not be entirely ignored, but it will be put in the background to the

extent of giving everybody a new start on the date this change goes into effect."

Several articles have been written by Mr. George R. Brown, general superintendent of the Fall Brook Railway, which have appeared in "Locomotive Engineering" and "Baker's Railway Magazine," and other magazines during the year, and I acknowledge herein my indebtedness to Mr. Brown for some of the ideas advanced in this paper.

The object of the system of discipline by record and bulletin, as we understand it, is:

First.—To secure a higher state of efficiency. Strict discipline is essential to successful operation. No continuous service performed by man can be perfect, but a high state of discipline and a careful selection of our men, will naturally produce a better class of service and results.

Second.—To avoid loss of time and earnings of employees.

Third.—To judge each case of an erring employee on its merits with regard to his previous record and his probable future availability.

Fourth.—To stimulate employees to co-operate with the company, which is to their mutual advantage.

Fifth.—To enable the employee to gain in self-respect, in loyalty to his employer, watchfulness and zeal for his interest, and to realize that they are practically his own, and to establish discipline in which the element of force is not predominant.

Sixth.—To become acquainted with each case of discipline through the bulletin notices and learn from them the lesson which is taught by the failure of others.

Seventh.—To inspire and develop in all employees a feeling of security and confidence that faithful service will be appreciated and rewarded by their uninterrupted attention to duty, and also that those who are habitually careless and indifferent to the company's as well as to their own interest, will be dropped from the rolls.

In addition to this, we find after a year's experience that it is better, if possible, to eliminate all notions that these records and bulletins are intended as a punishment for the many irregularities and weaknesses in our men, and we try to have them understand that it is not our intention to make them suffer either financially or by any personal embarrassment, but to simply point out by a careful record their deficiencies and the different points in their make-up and service which they are to improve on.

We find by appealing to their pride, honesty, self-interest and sense of right to make them more careful and better railroad men, and assure their future welfare, that we are well paid, and in nine cases out of ten, we are met half way, and our efforts are appreciated, so that the result has been phenomenal. The

one time in ten where we fail, the man's make-up is altogether bad, and he is dismissed.

We believe strongly in the "Golden Rule," and have undertaken to enforce in this system more of it, treating our employees, if possible, exactly as we would like to be treated under similar circumstances, knowing full well that a correction or reprimand by our superior officers, the general managers, is a great deal more acceptable and has more effect when given in this spirit.

The former records of our employees were not wiped out or done away with, but the old book was closed and filed in the superintendent's office as a history, to be used in running down past services of employees when necessary, and as it was not thought desirable that all employees should be started on the adoption of the Brown System, on an equal footing, but that those employees whose records have been uniformly good in the past, should have to a certain extent that advantage over employees whose records had not been so good, these books have been valuable; also, because it was not intended that a new employee just entering the service should start off with and have an equal standing with the company with our old-time employees; and further, the old records were valuable in case we had employees who had been negligent and incompetent and whose records were not so good and who were already possible subjects for dismissal.

All cases are personally investigated and passed on by the superintendent with the aid of the heads of departments concerned, except those of engine men and employees in the machinery department, who are handled by the superintendent of motive power and machinery until they are over the turn-table for road service, and all records and bulletins except as above mentioned, are issued from the office of the superintendent, providing that they may bear the signature of the trainmaster if so desired.

If the case is of a trivial nature and the facts clear, a report is made in writing to the superintendent, and a record to be made is suggested, and he may approve the recommendation or he may throw the case out entirely, as not serious enough for a record.

In every case the employee who is disciplined, receives an exact copy by mail of the record entered against him in the record book. All bulletins are posted on record bulletin boards for an indefinite period, but it is intended to take them down and paste them in books every three months. The record books are kept in the offices of the superintendent motive power and machinery and the train master. A copy of every record and bulletin affecting engine men is sent to the superintendent motive power and machinery, and all those affecting train men, to the train master, and when a record is made against the engine men for failure in mechanical handling of engine,

equipment, or any other shortcoming, by the superintendent motive power and machinery, a copy of such record and bulletin is sent to the superintendent, and copies of all filed with the general manager, in order that he may at all times be kept fully advised of the exact standing of each employee.

It will be noted by our circular that the right to summarily discharge for serious offenses is not given up on the adoption of this system, and for such as disloyalty, insubordination, intemperance, whether on or off duty, and dishonesty, we reserve the right to dismiss from the service entirely, the same as we did under the old system, and in such cases we do not pay much attention to the record, although it may be set down as an axiom that a record will be found against the man guilty of either of the above named causes.

Some minor offenses are handled by simply reprimanding; such as neglect of some unimportant duty for the first time, the failure of which did not or could not have endangered life or property.

We have applied this system to our agents and operators, and found it to work so well that on the first day of January, 1897, it was also adopted in the handling of our track, bridge and water forces, especially section foremen, carpenter and gang foremen, and all whose positions are considered fixed or permanent. To the floating force, like laborers on sections, it has not been applied.

Inasmuch as operators, agents, and track foremen do not get to see our bulletin boards, we send a copy of every bulletin to each employe in the same service, so that they may have the same opportunity to be advised and profit thereby as the men in train service.

Every case of neglect of duty, violation of rules or instructions, and bad conduct, is investigated by the head of that department, and should the case involve employes of more than one department, the several heads interested, jointly conduct investigations the same as under the old system.

It is very desirable to make credit records on the opposite page of the book, and also to make credit bulletins where some particularly meritorious service has been rendered by employes. It is not often, however, that cases of this kind develop, and we do not conceive that it is at all essential to the system that this should be done, but, of course, it has its good effect upon the men, and is considered a good thing to do.

Space prevents bulletins, but our intention is to cover with them every kind of irregularity and violation of the rules, giving the same attention to them as we would under the old system of reprimand or suspension.

Our record books are common ruled ledger, similar to those kept by all roads, and the following is an exact copy of a page from our present books in use.

RECORD BOOK.

	Name, ———, <i>Engineer.</i>	
	Born May 10, 1866. Unmarried. Residence, Jacksonville, Illinois. Employed February 8, 1892.	
Mar. 24, 1896	Record is entered against you for breaking one draw bar in A., T. & S. F. car No. 16999, at Stoehrs, March 24, in starting train. Car was located six or eight cars from engine, indicating rough handling.	
Aug. 3, 1896	Record is entered against you for refusing to go out on engine 50, Aug. 3, when called. It is the duty of engineers and firemen to go when called, regardless of engine they are assigned to.	
Nov. 28, 1896	Record is entered against you for delaying train 29 twenty minutes, November 28, on account of not getting up promptly when called.	

We have on the Chicago, Peoria & St. Louis Railroad, subject to this system of discipline, 23 conductors, 82 brakemen, 40 engineers and 43 firemen, 28 agents and 24 operators. We find that 21 conductors, 19 engineers, 24 brakemen, 3 firemen, 2 agents, and 7 operators have had records made against them within the year. Ten men have been peremptorily discharged for cause, but we have not dismissed a single man because of his bad records having grown too numerous, for on examining the books we find the greatest number of records against any one man is three.

Our experience has been, also, that in case we should have an undesirable man in our ranks, who has one or two records against him, and he should be guilty of some serious irregularity or violations of the rules wherein another *good* man was equally at fault, under this system we do not consider it necessary that both men should be treated alike and given the same discipline. The undesirable man may be dismissed and his account closed, while the good man who has no records against him can be retained in the service, even though it was a serious case wherein we would, under the old system, consider it necessary to discharge both men, because both were equally responsible.

We find that our extra list is materially cut down, and we are only carrying about half as many extra men as we did under the old system, and we do not have a number of idle men loafing about the yards and round-houses gossiping and annoying those at work, and "Satan finds *no* mischief for idle hands to do"

with us, and above all, we get a great deal of satisfaction in knowing that we have no wives and little ones deprived of little luxuries or possible necessities of life because "father got thirty days' suspension," and, if it should turn out that father is not competent or worthy, he is released entirely and allowed to go at once and hunt another place or another kind of work.

If there should be any railroad officer who may think that this method is not severe enough, and more serious punishment should be applied, I hope he will believe us when we say that employees are all more anxious to avoid, and will make a greater fight against one of these records than they would against a suspension, and several of them have personally stated, in certain cases, that they would be very glad if we would apply something else, even to a fine, if necessary, equal to amount involved for breakages or careless work, knowing that every record stands against them and is not wiped out, and the bulletin which is posted tells all their associates what they have done, and it is only a matter of time until their account is closed, whereas, under the old method, they might serve ten, twenty or thirty days' suspension and balance the books.

If the number of men under a superintendent, working under this plan was very small, so that their daily actions and conduct came constantly under his personal supervision, records would hardly be necessary, as he could keep all their shortcomings and good qualities in his mind, and his occasional reprimands and personal talks with his employees would take the place of bulletins.

Where a large number of men are involved, as is the case in the ordinary railroad, it seems necessary that this process be systematized in the way it is now being done on the various roads that use this plan. I feel sure that this system will be an eminent success on any railroad where it is adopted if it is carried out with the sole idea in mind of developing and encouraging the men, and where the idea of punishment is relegated as far to the rear as it is possible to do.

It has been demonstrated under this system that it is important to keep track of very minor offenses and omissions that would, under the old methods, pass unnoticed, and the special advantages of this is that it calls attention to the little shortcomings of employees whose general conduct and characters are good, believing that if we take care of the small irregularities, the larger and more serious ones will take care of themselves to a certain extent.

It appears to us that the plan adopted by a number of railroads by giving marks—a certain number of marks being agreed upon in advance as the proper rating for various offenses, and a certain total number of marks being nominated in advance as sufficient cause to dismiss a man—is entirely contrary to the spirit of this system, and I believe roads which have adopted

this method of handling the matter, will, sooner or later, give it up.

It is reported that thirty-two roads have adopted this system within the last two years, and with one accord the officers express themselves as pleased with its economical results, and all agree that their employees are much better satisfied than with the old methods.

I cannot conceive that we would return to the old system, under any circumstances, especially because of the great advantage in having perfect harmony and good feeling exist between officers and men, and the great improvement in our general condition, and how much easier and pleasanter it is to say, after investigating a case, "All right, John, go ahead with your work; we will make a record against you, and hope you will not get another," and have John leave our office in a fairly good humor with the determination not to have another record, instead of, as we did heretofore, "John, you are suspended thirty days," and feeling a great uncertainty as to how John would put in his time during this suspension, and the possible inconvenience to his family, and see him leave the office angry, vowing vengeance on us and the road, and giving us a black eye whenever he could among his fellows.

In closing, I will say that we find it necessary to have our case, on which a record is made, absolutely sure, and in such shape that there can be no question about the justice of it; but if, at any time, a record is made, and evidence develops afterwards that establishes the fact that we have made an error, we do not hesitate to acknowledge it and cancel it, putting out a bulletin making the correction, and advising employees why we do so.

Reprinted from the Railway Age, July 17, 1896.

DISCIPLINE WITHOUT SUSPENSION.

The Results of the Use of the Brown System of Discipline on the Kansas City, Fort Scott & Memphis Railway.

At a meeting of the Association of Superintendents of Kansas City Railways, held at the Coates House, Kansas City, on July 8, Mr. H. S. Mitchell, of the Kansas City, Fort Scott & Memphis Railway, read a paper on the Brown system of discipline and its workings on his road, in which he said:

So many exhaustive articles on the subject of discipline without suspension have appeared in railroad journals during the past year or two that there is practically nothing new to be said. I shall venture, however, to state briefly, for the benefit of those who have not given the subject much consideration, just what the new subject of discipline is, and what my conclusions respecting it are, based on nine months' practical test. The modification of discipline goes only as far as suspensions, and does not in any way change the old practice with reference

to dismissals, except to make a persistently bad record a sufficient reason for dismissal, even when no one offence of particular magnitude has been committed.

It will be conceded by everyone that whatever the system of discipline may be, it is essential that it should be carried out with absolute impartiality, and that absence of favoritism should be patent to everyone. It is largely on this account that punishment by suspension has become unsatisfactory to most railroad officers, for it affects good employes as well as inferior employes. No matter how carefully and intelligently a worthy employe may perform his duties he is liable to blunder, and in the same particulars that far less deserving men blunder. While strict justice might warrant his superior in overlooking in such an employe an offense that he would punish if committed by a persistently careless man, it would be difficult to reconcile the rank and file to such discriminations, as in many cases the reasons for discriminating would not be apparent to anyone but the officer in charge.

By doing away with suspensions, officers are enabled, without imputation of favoritism, to show careful and faithful employes the consideration they deserve. When a man who takes pride in his good work makes a mistake, his consciousness of it, the admonition he receives from his superior, and the entry of the occurrence on his record, surely satisfy the purposes of discipline. To add to these the mortification of a suspension, which lowers the employe's standing with his fellow laborers, and by depriving him of wages causes his family to share his punishment is, to my mind, unjustifiable severity.

So far most of you will agree, but will say, how about the man who is generally careless, who does not take pride in his work? It was on this very point that I was doubtful myself, and when the circular to Memphis employes, announcing the change of discipline was being prepared, I urged the insertion of the following clause: "Suspension will be imposed when the head of the department deems disciplining by marks unsuitable to the case or to the individual." But with the experience I have since had, I am perfectly willing to surrender this reservation, believing now that suspensions are not necessary to effect proper discipline among even second-rate men. In fact, it is this class that seem to take the matter most seriously, evidently looking upon it as a scheme of their superiors to get rid of them. They, of course, regarded suspensions as an undesirable thing, but entertained the idea that having undergone a suspension, they were thereby purged of all guilt and entitled to a fresh start. They now realize that while they escape suspensions, the offenses that were formerly punished in that way are treasured against them, and that eventually each offense, treated so indulgently at the time of its commission, will contribute, in a measure, to causing their dismissal. They discover that trivial offenses, never considered sufficient to warrant suspension, are now recorded and are liable to prove the straw that breaks the camel's back.

Perhaps in no other particular is the advantage of the new system so pronounced as in the matter of disciplining for small irregularities, and, as a result, we observe a marked decrease in the number of slight, but vexatious, blunders.

All will recognize the advantage of keeping a smaller extra list that results from the abolition of suspensions, in consequence of which there are fewer accidents attributable to breaking in new men.

Another desirable feature is the opportunity afforded an

officer to reverse or amend his ruling in particular cases, if, after the lapse of time, he finds that he has erred, or that evidence not obtainable at the time of the original investigation, places the matter in a different light.

A usual accompaniment of disciplining by record is the posting of bulletins calling attention to the irregularities for which employes have been disciplined by record, and pointing out, if necessary, wherein they blundered. Too much stress cannot be laid on the good these bulletins do in the way of educating employes. Of course, the name of the person at fault is not mentioned, but the men usually know from the description of the occurrence, its location, date, etc., who the man is.

The new system has been in operation on the Memphis road since October 1, 1895, and I feel that I shall not be assuming too much in saying that all the officers of the transportation department, and a large majority of the employes, are gratified with the working of the new system, and would be very much averse to returning to the old one.

Reprinted from The Railway Age, March 5, 1897.

COMMUNICATIONS.

The Brown System of Discipline.

WATERVILLE, MINN, March 2, 1897.

To the Editors:—Mr. H. S. Rearden's comments on the Brown System of Discipline, in the February numbers of "The Railway Age," tempt me to make a few remarks upon the same, from the standpoint of the employe.

The principal difference between the ordinary method of discipline and the so-called Brown system is, that while in the former, irregularities, mistakes or errors are followed by prompt correction, in the latter, errors and mistakes are not followed by immediate punishment, but are recorded in a book, kept for that purpose, and when his superior officer considers that this record has reached too great a length, the employe is dismissed.

The Brown system provides, that while every error or irregularity of any consequence is recorded, only some peculiarly meritorious service rendered by an employe shall be entered as a credit, and Mr. Rearden further remarked, "that cases of this kind seldom develop," and that it is not at all essential to the system to make any record of credits.

Looking at the Brown system from the employe's point of view, there seem to be several defects in it. One of the first is the principle of recording the negligences and mistakes of the railway servant, and delaying the punishment of the same to a future date, instead of suspending him from duty or fining him immediately after the offense has been committed.

The punishment that follows promptly upon the error, it appears to me, makes a more vivid and lasting impression than the recording of offenses and storing them up, as it were, for punishment at some distant day. Moreover, an error not promptly corrected is apt to grow into a habit.

Again, the man in an exacting and responsible position will soon build up a long list of errors, while the employe in an easy position, with little or no responsibility, will have an apparently much clearer record than the former. The Brown system does not appear to provide any reward for long and faithful service in particularly responsible and exacting positions, unless some

extraordinary opportunity should present itself to the fortunate employee.

Secondly, the heads of some departments are much more strict disciplinarians than those of others. And while the head of one department may regard numbers of offenses or errors as sufficiently heinous for record, another may consider similar mistakes as not important enough to be recorded. This being the case, the records must necessarily be more or less uneven. This is leaving out of the question altogether the fact that human nature is human nature all the world over, and petty officials are, by this method, given a chance to satisfy any little grudge, or feeling of spite, they may bear toward some of those under them.

Instead of creating in the employee "a feeling of loyalty toward the company," and of building up "his own self-respect," it seems to me more likely to engender a feeling in his breast that the company was storing up a very long-winded grudge against him, and instead of "self-respect," a feeling of almost absolute dependence upon the favor and good will of those immediately above him.

Under the ordinary system, when a man makes an error, or is negligent, he is sent for and the matter frankly discussed with him, the mistake pointed out, and reprimand and punishment follow swift upon the commission of the offense. He made his mistake, had an impartial hearing—is punished, and the matter settled, so far as the company is concerned. But the employee has gained in experience, and is not likely to repeat the mistake if he is a man of sterling worth.

Also, the practice of storing up all the offenses, committed by a railway servant, for punishment at some future date, or when they have sufficiently accumulated to warrant his dismissal, places the old employee at a disadvantage, for the longer the period of his service, the longer the list of his misdemeanors.

To many people, the most radical defect in the Brown system is, that it is a scheme of punishment of failure, while it is now pretty generally acknowledged by those who have studied various disciplinary systems, and also by the majority of our penologists, that a system based on rewards for good behavior calls forth far better results than any system of punishments, however ingeniously designed. But the Brown system entirely overlooks reward for long, active and continuous service, and, indeed, it is expressly declared that the occasions for giving credits and rewards "seldom develop."

On the contrary, as the length of a man's service increases, and the heavier and more exacting his duties become, the greater the number of errors, mistakes and negligences recorded against him.

S. W. FLESNER.

Reprinted from the Railway Age, March 5, 1897.

The Brown System.

WE publish in another column a communication from a correspondent upon the subject of the Brown system of discipline, as outlined in an article appearing in "The Railway Age" in the last two issues. The present writer considers the matter from an employee's standpoint, and treats it not with a view to criticism for the sake alone of argument, but with an idea of drawing out a statement of all the advantages

and disadvantages that may arise. In an accompanying letter he states his belief in the vital importance of the subject to officials and employees alike, and his desire to hear something from employees regarding it.

Some of the fundamental ideas of the Brown system were stated in Mr. Rearden's article as the securing of a high state of efficiency, the judgment of each case against an employee in error with regard to his previous record, and the stimulation of employees to coöperate with the company to their mutual advantage.

Our correspondent appears to have a wrong conception of the intended working of the plan. He says, referring to defects in the Brown system:

"One of the first is the principle of recording the negligences or mistakes of the railway servant, and delaying the punishment of the same to a future date, instead of suspending him from duty or fining him immediately after the offense has been committed. The punishment that follows quickly upon the error, it appears to me, makes a more vivid and lasting impression than the recording of offenses and storing them up, as it were, for punishment at some distant day. Moreover, an error not promptly corrected is apt to grow into a habit."

As to the last objection, it is contemplated that the well-disposed employee will consider the record entered against him and the posting of a bulletin, plainly stating his error, a sufficient basis for entering upon a course of self-correction before the habit has become fixed. The record which affects his standing with the company is plainly pointed out to him. He is given the same opportunity to think of it while still pursuing his work and earning his living, that he would have in enforced idleness, or in the possibly straitened circumstances following a fine. As to the cumulative record, if an employee shows his disregard of the wishes of his employers by a persistent repetition of censurable offenses, he can hardly be considered worthy of more consideration than, if as much as, the one who, by some combination of circumstances, has committed a single offense rendering him plainly liable to dismissal.

With reference to the difference in positions of employees affecting their liability to build up an adverse record, it must be remembered that the whole matter is a relative one. One of the results expected of the system, and so far as yet appears, amply verified in practice, is the recognition of the fact of responsibility on the part of those placed in responsible positions. What would be a trivial matter in one position might possess an entirely different aspect in another. The employee, as a part of the railroad company in its widest sense, has certain responsibilities, great or small, peculiar to his position. The welfare of the company, to a degree, depends upon the accuracy with which he meets them. He is not concerned with the record of another man whose responsibilities are different. The fact that his own may be greater than the other's is, in some measure,

a recognition of his superior capacity to meet the requirements. Moreover, he is employed to perform certain duties perfectly. Doing this constitutes no absolute basis for demanding a reward, though he may sometimes receive it.

Our correspondent also takes the ground that the record system is more likely to engender a feeling that the company is storing up a long-winded grudge against him than to create a feeling of loyalty toward it, and to put him in a condition of almost absolute dependence upon the favor and good will of those immediately above him, rather than of self-respect. To an observer it would appear that an open trial is better than a secret conviction. The "long-winded grudge," if existing at all, is as sure to exist without as with the record, with the advantage to the employee, in the latter case, that both himself and his fellow employees are informed of the exact basis upon which it was founded. The employee is much less liable to suffer unjust punishment at the hands of an unfair petty official if the punishment is based upon a record, or series of records and bulletins which the latter must first make public.

It is not supposed, nor is any contention made, that the system as carried out upon any road is absolutely perfect in its workings. The correctness of the fundamental idea—the treatment of employees by employers as the latter would like to be treated in the same position—is too well established to admit of question. That its practical workings have found most favor among conscientious employees and kindly disposed employers, is one of the most tangible arguments in its favor. The idea of "giving a man another chance," within certain necessary limits, appeals strongly to one's sense of fairness, taken in connection with his knowledge of human nature as it exists.

However, it will conduce to the smooth working of the system, to bring out the points which arise from a side of the question perhaps too little in evidence. A one-sided discussion is of little value. We would be glad to hear further from the employees' standpoint.

Reprinted from The Railway Age, April 9, 1897.

The Brown System of Discipline.

SPRINGFIELD, ILL., March 29, 1897.

To the Editors:—I have read with much interest the remarks in "The Railway Age," issue of March 5, by Mr. S. W. Flesner, replying to my article, "One year's experience with the Brown system of discipline." I have also read with interest the editorial on page 170 of the same issue, and in it the matter is so thoroughly covered, and Mr. Flesner is so fully answered, there is very little, if anything, left for me to say.

It has occurred to me, however, to devote a little time to explaining more fully for the information of Mr. Flesner and others, some of the details of the system which he has criticised, in order to, if possible, bring about a better understanding and

get the views of others, and I desire to be clearly understood that the argument is an entirely friendly one, and mainly in the interest of those most concerned, the employees.

Mr. Flesner thinks "that the principal difference between the ordinary method of discipline and the so-called Brown system is, that while in the former, irregularities, mistakes or errors are followed by prompt correction, in the latter, errors and mistakes are not followed by immediate punishment, but are recorded in a book for that purpose," etc., etc.

This is only partly true, for punishment never follows mistakes or errors in the Brown system, for this system knows no such word as punishment, and every effort is made to eliminate the idea.

The records are made in order that the employee may, at all times, know particularly what he has to improve on and guard against. The bulletins are posted, that all employees in the same service may be fully advised and profit by the experience of others, and the employee that does not profit thereby, and continues to get into trouble, is dismissed exactly as he would be under the old system, when it has been clearly shown that he is incompetent; and there can be no material difference between this and the old system when it comes to a case of this kind as, under the old plan, a man who was continually getting suspensions invariably was discharged when he had served a number of them.

Again Mr. Flesner has misinterpreted our meaning if he thinks the Brown system admits of only one credit record. I am sure there is nothing in my article to create such an impression. The fact is, it admits of a credit, or commendatory record and bulletin every time an employee does some particularly meritorious act. He may have one or a dozen.

The reason that "cases of this kind seldom develop," is that an employee who does these things is usually more or less modest about reporting them, and his co-employees, who are ready enough to report on him when he gets into trouble, almost invariably shut up like a clam when he does anything that might promote his welfare, and hence, I repeat, "cases of this kind seldom develop."

Again, I do not understand where Mr. Flesner gets the idea that the "Brown system does not appear to provide any reward for long and faithful service in particularly responsible and exacting positions." The best reward an employee can possibly have, in our opinion, is to be kept constantly employed, allowed to earn every day his wages for his family, and be promoted when his turn comes, and promotion certainly follows faithful service under this system just as surely as it did under any system.

The Brown system of records, as we interpret it, does not contemplate that each record represents a suspension, and the number of records standing against a man on the books do not postpone his reward, which is promotion, but a number of suspensions certainly would.

In the sixth clause, it would appear that Mr. Flesner has not read carefully enough our paper, as he seems to think that justice would not be done all employees, because "the heads of some departments are much more strict disciplinarians than others." Under the Brown system, the superintendent or general manager alone makes the record for all employees, and no matter what department the employee is connected with, each can have the assurance that the same officer who makes records against him makes them for the other fellow, and the "petty

official" has nothing whatever to do with the final decision and record in the case.

Calling especial attention to the eighth clause in Mr. Flesner's letter, we beg to say that that is exactly what the Brown system contemplates. When a man makes an error, or is negligent, he is sent for and the matter is frankly discussed, the mistake pointed out and a record made of it, but he is not punished as under the old system, and is sent back to work at once, and has an opportunity given him to think the matter over and profit by his experience, while, at the same time, he continues at work and keeps his family comfortable, and does not have a chance to get in bad company, as he might, if idle by suspension for ten or fifteen days, and if he is a man of "sterling worth," he will profit much more, and keep in a better frame of mind toward his employers than if idle, brooding over his trouble.

It should be constantly borne in mind that all classes of railway employes have morally improved about 100 per cent. in the last ten or fifteen years, and the time has come when they must be looked upon as men of intelligence, education, and as gentlemen. The various organizations of railway employes have done a great deal in themselves toward bringing about a better class of service. The "Order of Railway Conductors," the "Brotherhood of Locomotive Engineers," the "Trainmen," the "Firemen," and the "Telegraphers," are as ready and anxious to eliminate from their membership habitual drinkers, agitators, and the other disturbing elements, as the railroad companies can possibly be, and the combination has brought about a much superior class of men in every department to those who manned the trains and held other important positions twenty-five years ago. Railroad officers are coming to feel that a new system, worthy of the improved condition of employes, is necessary, and the employe who will not open his eyes to his own faults, and make an honest effort to correct them when they have been pointed out to him in the manner prescribed by the Brown system, will soon be considered out of date and relegated to the rear where he belongs, and will not rank among the successful railroad men of the future.

I feel quite sure that Mr. Flesner does not write from the "standpoint of the employe" who is now serving under this system, as the employes invariably indorse it, and I have never heard any of the criticisms Mr. Flesner makes from our men.

H. S. REARDEN.

Reprinted from the Railway Age, April 9, 1897.

CORNING, N. Y., March 22, 1897.

To the Editors:—In your issue of March 5, Mr. S. W. Flesner, of Waterville, Minn., criticises adversely, from the employe's standpoint, the Brown system of discipline. Criticism is proper, and as discussion always tends to a clearer understanding of the principles involved, I take the matter up, also from the employe's standpoint, in opposition to the views of Mr. Flesner. Having had, as chief dispatcher of the Fall Brook Railway, exceptional opportunities for observation and verification of results under the old plan and under the Brown system, and questions of this kind always possessing a particular interest for me, I feel qualified to speak on the subject with the authority of knowledge.

The critic misunderstands the object and scope of the plan. It is evident that he compares it with prison systems of discipline intended for the punishment and reformation of criminals,

and, therefore, from such mistaken premises he reaches erroneous conclusions. It is not such a scheme. It is a plan for educating free men—a plan by which the ability to do good work is developed—a plan which makes a man proud of his work and zealous in maintaining his reputation. As such it is worthy of examination, and if found to give beneficial results, it is worth adopting. Under the old system suspensions were of frequent occurrence. Workmen have no money to spare and cannot afford to lose time. In nearly every case suspension meant a lessening of the man's ability to meet his monthly living bills; and where he had a family to provide for, it often meant suffering or privation for them. Sooner than see their families suffer temporary hardship, we have known good men to lie when they got into trouble, and when the truth leaked out, as it is nearly always sure to do, they tried to excuse themselves by saying that they could not afford to lose a day's time. It got to be a sort of an official axiom in investigating wrecks and their causes that truth and self-interest were not always compatible. Well, things went along under the old plan. Punishment commensurate with the offense was promptly administered; things were persistently and sharply looked after; the superintendent worked as hard as any of his clerks in the office and spent hours daily on the road besides, yet there seemed to be room for improvement. Gradually it grew in Mr. Brown's mind that the method of dealing with the men was not the best—that they were not stimulated to do their best work. As he reasoned, a superintendent is placed in charge of a railroad for the purpose of successfully and profitably conducting its operations. To do this to the satisfaction of the executive officers and the stockholders, he must have the hearty co-operation of all the employes. How can that co-operation and interest be secured? Simply, as it appeared to him, by making himself in thought and reality a co-employe, and applying to the treatment of the others the same rules that it would seem right to him that higher officials should hold toward him. In a tentative way he put his ideas into effect to a limited extent and carefully noted results. They were gratifying, and the system was partially developed and extended. Trainmen wondered why such and such men were not suspended. They soon learned of the new system which was being experimentally tried, and they set themselves seriously to work to make a good record. They took a pride in their work far beyond its perfunctory performance; there were no instances of lying to escape punishment for mistakes or negligence; men acknowledged their faults, and where they were not grave enough to require dismissal set themselves earnestly to work to overcome them. They took the lesson and did not regard the new system as one of "punishment for failure." How can it be, when a man may work a lifetime, or until he changes employers, without losing a day's time? As administered here, the man is trained to greater efficiency, his feelings are carefully regarded and he has the privilege of continuing at work. If he does not find a substantial reward in this treatment, when under the old system he would be idle and under the odium of demonstrated incompetency, he differs from the normal man. He takes pride in his work and in doing it thoroughly with the least expense to his employer; he finds the genuine satisfaction that always accompanies the consciousness of work well done. The superintendent who can get his men into this attitude will always be successful in his management, and in him the workmen will always find a friend.

There is not one Fall Brook man who would return to the old plan. There is no dissatisfaction with the Brown system. Think of what it means to have no suspension among hundreds of men for years! In the cases of discharged men, they have invariably been new men who, on fair trial, showed incompetency and carelessness to such a degree that they could not hold a position anywhere. The old employes in responsible positions, and in those comparatively less so, still remain with the company; and the greater liability of any of them to error by pressure of exacting duties has not resulted so far after thirteen years of trial of the Brown system, in any man losing his place.

Mr. Flesner has written without practical knowledge, and probably not with a full understanding of his subject.

J. W. LYNANAH.

Reprinted from The Railway Age, April 9, 1897.

CORNING, N. Y., March 22, 1897.

To the Editors:—In "The Railway Age" of March 5, we find a communication from H. S. Flesner, criticising the Brown system of discipline as compared with former methods of suspension and fines in vogue among railway officials.

As locomotive engineers, many of us in continuous service on the Fall Brook railroad for thirty or more years, we have had ample experience in both methods. We will speak of the old method first. The writer remembers too well his personal experience of years of long ago. I will recall one incident which was very forcibly engraved on my memory twenty years ago. I was drawing a way freight; was at a terminal making up the train when we received an order to run in advance of time with meeting points for several trains included and ending with, "Do not pass A—without orders." The last part of the order I overlooked in reading. Well, we got to A—. We forgot the last clause of the order and went by. We were stopped at the next station by a flag and our advance order was recalled. They let us draw the train home, and it brings back a kind recollection of past officials when I say that we were not discharged. The next day our anxiety as occupants of the sweat-box began. Our sentence was three months, which meant a loss to me in wages of \$450. This was prompt and expensive correction, and your self-respect and the good-will of your superior officers would more than recompense you for your loss of salary, Mr. Flesner.

We will not recount any more of our purgatorial experience, but gladly pass to our present methods. As railway employes we feel a just pride and deep gratitude to our general superintendent, G. R. Brown; proud that we have a master that practices the golden rule in his official dealings with his fellow men, and which brings a feeling of contentment and security that amply rewards us for our best services.

That failures in engineers here sometimes occur it is useless to deny—mostly in newly promoted men, who have mistaken their calling, and it takes time to demonstrate that fact.

We have carefully read Mr. H. S. Rearden's "One year's experience" with the system, and are pleased to see such an able exponent of Mr. Brown's humane treatment of railroad men, which we know will be a lasting benefit to his men and increase the efficiency of the service.

JOSEPH BOYLE,
Engineer Fall Brook Railroad.

DISCIPLINE.

By T. F. WHITTELSEY,

General Superintendent T. & O. C. Railway.

NO question associated with the operation of railways has been more prominent before railway officers during the past few years than that of the discipline of employes. The prominence grew out of the article by Mr. G. R. Brown, General Superintendent of the Fall Brook Railway, which appeared in "Locomotive Engineering" early in 1894. This article was very widely read and commented upon as presenting a new method of disciplining a railway force. The plan outlined was one that appealed strongly to the sense of justice of many railway officers.

So much has been written on the subject of discipline during the period mentioned that in undertaking to prepare a paper at this time on this topic one feels that there is little left to say. Notwithstanding the fact, however, that the subject has been given such prominence, it is evidently an interesting one for the reason that this association, when calling on the different divisions for subjects upon which papers would be written, four out of the six divisions named "Discipline" as a topic for a paper for this meeting. With the assurance, therefore, that the field still contains a few straws of grain that may be raked together, I will submit the following for your consideration:

The test of any form of discipline is in the results obtained under it. Those results in the operating department of a railway consist primarily in the item "Percentage of Expense to Earnings," but since there is such a wide variation of expenses to earnings on some railways from month to month and year to year, to use such a comparison is not of much value for the purpose of showing the effect of discipline, but among the items of the classification of operating expenses there are several upon which a superior or inferior method of discipline has a marked effect, among which are Loss and Damage, Injuries to Persons, Clearing Wrecks.

While there are species of wrecks and injuries to persons, as well as cases of loss and damage, that can not be said to occur, or not occur, by reason of any standard of discipline on a given line, I maintain that a large percentage of them are directly affected by it. Freedom from accidents of all sorts is proof of good discipline. Freedom from strikes is also proof of good discipline, and by that I mean that the officers who administer the discipline are also under discipline themselves.

The best work in the transportation department is done when the fewest men are employed to render a given service, or

handle a given volume of business. That is to say, a given number of regular and experienced men will transport more passengers or freight with less risk of accident, personal injury, and loss and damage, than can be done where any considerable portion of the train force consists of extra men, who, of necessity, are more or less inexperienced. Therefore, I believe it is to the best interests of railways to adopt a method of discipline which will encourage its men to steady employment. It is very difficult at times to run a division of a road without a large extra list. Cases of emergency arise where the traffic is unusually heavy, and it is absolutely necessary to add to the regular force extra men to enable the locomotives and cabooses to run while the men secure rest, but it is a great advantage to have only a small number of employes at terminals who are known as extra men. It is also desirable not to have on the extra list a lot of professional railway men, men who drift from place to place, carrying a measure of unrest with them which is often communicated to a home force who otherwise would be contented. The best practice is to have on the extra list names of eligible men who in some way have an interest in the road or the communities along which the road is located. With painstaking effort sufficient young men of this class can always be obtained. It consists of young section men, station men, and others who are already identified with the company in some capacity, and from the cities, towns, and villages along the line, and from farms can always be found young men of good family who would be glad to enlist in the transportation service. The names on such extra list to be drawn upon when business is rushing, and when the rush is over let them go back to their homes to be subject to further call when wanted. In this way a more contented force will be secured than can be obtained by hiring "professionals."

On the Ohio Central Lines, consisting of 525 miles of railway in three divisions, a form of the "Fall Brook" method of discipline has been in effect during three years ending April 1, 1897, during which time no suspensions affecting any employes in the transportation department have been made. During these three years there have been very few changed conditions as far as volume of business is concerned, so that comparisons from year to year are fair. The number of men employed has varied somewhat, being greater during the second and third years than during the first. During the first year only men in the train service are included, but the last two years include stationmen, shopmen, sectionmen and bridgemen. During the first year of the period 659 cases of discipline were handled and bulletins issued. Out of this number there were 58 dismissals, or 9 per cent. During the second year there were 847 cases, of which 98 were dismissals, or $11\frac{1}{2}$ per cent. During the third year there were 735 cases and 66 dismissals, or 9 per cent. The

principal causes of dismissal during the three years are given below in the order of number:

Violation of whisky rule, 66; Being absent without permission, 27; Carelessness, 20; Accumulated record, 16; Poor flagging, 13; Violation of General Notice (fighting, being quarrelsome, etc.), 11; Insubordination, 11; Lying, 8; Throwing off coal, 5; Incompetency, 5; Garnishees, 3; Burned engine, 2; Dishonesty, 2; Miscellaneous, including collisions on the time of superior class train, running through switches, failing to set brakes, fast running, and unsatisfactory service generally, 33. Total, 222.

During the third year there were 32, or 34 per cent. less dismissals than the previous year. Out of this number there were 14, or 44 per cent., less whisky cases, and a fairly proportionate decrease of the other causes of dismissals.

We feel that we are entering the new year with the best set of men that were ever on the line. The method of discipline in vogue has the effect of weeding out the drinkers, the fighters, the liars, the incompetent, and degenerates of all kinds, and tends to retain the superior and thrifty men, who will be careful of their own lives (and property) and the lives and property entrusted to their care. Another proof that we prosper under our method is the comparative statement of cost of accidents during the year just ended with the previous one. On the T. & O. C. Railway a decrease of 25 per cent., and on the K. & M. a decrease of 39 per cent. On one division there were neither rear nor butting collisions during the entire year. Other collisions on this division, principally train partings, cost \$529.00. The item of negligence in operating on this division shows a decrease of 38 per cent.; on another division, 37 per cent.

Education is a very important feature of a method of discipline, which comprises the bulletin idea. Our practice is to show in our bulletins a pretty clear idea of what has happened. We seek thereby to educate the mass of men by errors and good deeds of others, and in preparing our bulletins our tendency is rather to elaborate than to condense. We want our men to know the circumstances of occurrences thoroughly, in order that when similarly placed they will avoid the mistakes and copy the good deeds bulletined. I also believe that the bulletin system makes better men of heads of departments who issue them, because when an officer posts a written statement of a given case and an opinion thereon he is more apt to give the investigation and consideration of the case more thought and better judgment than if his decisions are only rendered orally to the few employes directly interested. Under the bulletin system nothing of importance in the way of breach of discipline or commendation for good deeds need escape the knowledge of all concerned. They need not depend on hearsay, but go to the bulletin and read it themselves. We do not make a practice

of sending to individuals bulletined a copy of the bulletin. We assume that they know at the investigation whether they are deserving of a bulletin, and sending them a copy, I think, would cause them to rather neglect the consulting of the bulletin board.

We have had several cases where a bulletin has been posted and employees other than the one disciplined have called at the superintendent's office to explain how they came to do that very thing. While that does not occur often, it seems to me there is no special benefit in sending copies of bulletins to the individuals disciplined, provided investigation has been made, and besides this, the mystery about the bulletins, as affecting other men, does no harm. I believe the record system gives the disciplining officer a chance to educate in a more humane way than under the suspension method, and, in the long run, more effectually.

On a line connecting with those I represent, which disciplines under the suspension method, I have a case which shows the weakness of that system. A fireman was involved in the derailment of his engine at a derail switch. Before the investigation took place he was taken sick (of which fact the company had due notice) and was confined to his home and bed for three weeks. After he recovered, his wife, worn with watching and care of her husband, was taken sick, necessitating further absence from duty of about a week, with consequent loss of time, and when he reported for duty and explained the circumstances of his absence, notwithstanding the explanation, he was given thirty days suspension from that time for his connection with the derailment of his engine a month before.

Another case. A conductor, personally known to me to be a first-class man in every respect, who, after over twenty years of train service with the only railway he ever worked for, and without a mark against him, recently received a suspension of ten days for an offence which was not proved against him. Being still a young man, possessing some spirit, and with such an enviable record, he naturally felt hurt to think that his previous record counted for naught. How many of us passing judgment on an employee with such a record would not give him the benefit of a doubt?

These are only two of many cases that occur under the suspension method where the employee is not convinced that justice has been done him, and since the railway company does not benefit pecuniarily from the suspension, would it not be better all round to apply the more humane method of abolishing suspensions? In the two cases cited were the relations between the railway and its employees strengthened by these applications of discipline? From my observation, after three years' trial, I have come to the conclusion that the great mass of employees intend to do what is right, and try to keep their records clear,

and when they really try to do this, it seems to me they have reached the acme of perfection under discipline. Those who do not try to keep their records clear are, by the record system, sooner brought to the surface, where they may be dispensed with to the betterment of the service. With careful hiring, patient training, and judicious pruning, a railway force can be made well-nigh perfect. I have observed that the great mass of heads of departments on railways in this Central Association territory favor some method of the Fall Brook system as against the original method. On many roads, Presidents, General Managers, and others who grew up under the suspension method, and have now passed on beyond its detail of application, hesitate to endorse the Fall Brook method. This is natural, but what I have herein stated indicates to my mind that we are progressing, and that as the older men give way to the younger, the old method of discipline will give way to the non-suspension method, which has already been endorsed by railways aggregating 50,000 miles in length.

The Atchison, Topeka & Santa Fe Railway Company.

Office of General Superintendent and Office of Superintendent of Machinery.

TOPEKA, KANSAS, July 20, 1897.

To All Employees of Operating Department:

1. On August 1, 1897, the system of "discipline by record" for employees will be put into effect, and suspension from duty, with consequent loss of time, will be discontinued. Discipline will be maintained by reprimand, book-suspension, or by dismissal from the service. Upon that date all employees will be considered as starting in with a clear record. An individual account will be opened with each employee in a book kept for that purpose in the superintendent's office. A duplicate record will be kept in the office of division master mechanic for all employees in mechanical department.

2. Reprimands will be noted on the records of employees who may receive same. Suspensions, though for a certain number of days, will be nominal. Instead of actual suspension, the employee at fault will be allowed to continue at work. A charge will be made on the record of every case of neglect of duty, violation of the rules or of good practice, accidents, improper conduct, etc., resulting in discipline of an employee, with the penalty imposed, as may be determined by proper officers.

3. Record bulletins will be issued by the superintendent not oftener than fortnightly, and posted at division terminals on a special board. These bulletins will be educational; they will be issued for, and give a brief account of, each case where it is thought advisable to give all employees an understanding of the case and discipline; especially cases where there was any doubt on the part of employees of proper course to be taken; and state

how it could have been avoided, but will omit all reference that would identify the person at fault.

4. Such acts as disloyalty, dishonesty, desertion, intemperance, insubordination, wilful neglect, gross carelessness, immorality, violation of rules whereby the company's property is endangered or destroyed, making false reports or statements, or concealing facts concerning matters under investigation, etc., will, as heretofore, subject the offender to summary dismissal.

5. Credits will be given on the record, and may also be bulletined, for notably excellent conduct, deeds of heroism and loyalty, good judgment in emergencies, etc. These special credits will be given full consideration in connection with any charges entered.

6. No reprimand or suspension will be noted against an employee's individual record without notice to the person affected, and an opportunity given for investigation and defense. Each employee's record will be open for inspection during business hours at the superintendent's office, or office of division master mechanic, by the employee himself, but not by others, except by division and general officers. If not practicable for an employee to go to the office, a transcript of his record will be sent him upon application.

7. No suspension will be made for less than ten or more than sixty days.

8. Reprimands and suspensions charged against an employee's record may be canceled as follows:

a. A reprimand will be canceled by a perfect record for three months.

b. A suspension of ten days will be canceled by a perfect record for six months.

c. A suspension of more than ten and not exceeding twenty days will be canceled by a perfect record for nine months.

d. A suspension of more than twenty and not exceeding thirty days will be canceled by a perfect record for one year.

e. A suspension of more than thirty and not exceeding sixty days will be canceled by a perfect record for one and one-half years.

f. Inasmuch as the credit system is an experiment, the length of perfect record for which credits are given is subject to change whenever it may be found to bear unjustly on employees affected by it, or on the company.

Northern Pacific Railway Company.

Office of the General Manager.

ST. PAUL, MINN., March 24, 1897.

1. On April 1, 1897, a system of discipline by record will be inaugurated on the Northern Pacific Railway, and will apply to all permanent employees of the transportation and mechanical departments. Under this system, actual suspension from service will be discontinued. Thereafter, discipline will be maintained by record or by dismissal from the service.

2. An individual account will be opened with each employee, as it becomes necessary, in a book kept for that purpose in the office of the superintendent or master mechanic. An entry will be made of each case of violation of the rules or of good practice, neglect of duty, or any other fault, showing such number of days suspension as, in the judgment of the superintendent or master mechanic, may be merited.

3. No suspension will be charged against an employee without notice to him, and an opportunity will in all cases be given for full explanation and defense.

4. When, in the judgment of the officer in charge, it is desirable, for the education of other employees, or for any other reason, a bulletin will be issued giving a brief account of the offense, and stating how it could have been avoided, but omitting the penalty which has been recorded, also the names of those concerned and all reference that would tend to identify the person at fault.

5. Bulletins will not be posted on divisions other than the division issuing.

6. Suspensions charged against an employee's record may be canceled as follows:

a. A suspension of five days will be canceled by a perfect record of three months.

b. A suspension of ten days will be canceled by a perfect record of six months.

c. A suspension of more than ten and not exceeding twenty days will be canceled by a perfect record of nine months.

d. A suspension of more than twenty and not exceeding thirty days will be canceled by a perfect record of one year.

e. A suspension of more than thirty and not exceeding sixty days will be canceled by a perfect record of one and one-half years.

f. The length of perfect record for which credits are given is subject to change whenever it may be found to bear unjustly on the employees affected by it, or on the company.

7. The record of each employee will be open for his own inspection at the office of the superintendent or master mechanic, during business hours, but not for the inspection of others, except general and division officers. If not practicable for an employee to go to the office, a transcript of his record will be sent him on application.

8. An accumulation of poor records, showing that any employee is not a desirable man for the service, will call for special consideration, and may, after a hearing, bring dismissal, though he may not have committed any offense that of itself would have demanded dismissal.

9. Permanent employees include only those who have been in continuous service for a period of four or more months.

10. It is expected that this system will be a great advantage both to the company and its employees, inasmuch as employees will be encouraged to do their best work at all times and will avoid the loss of pay due to actual suspension (except for the time required for necessary investigation) and consequent inconvenience to themselves and families.

J. W. KENDRICK,
General Manager.

The Atchison, Topeka & Santa Fe Railway Company.
Office of General Superintendent.

TOPEKA, KANSAS, July 15, 1897.

To all Superintendents:

DISCIPLINE BY RECORD.

1. I hand you copy of circular addressed "To all Employees of Operating Department," putting the system of "Discipline by Record" into effect August 1, 1897, and by which you will hereafter please be guided in matters of discipline. Please post copy on each bulletin board.

2. In the record book, kept in your office, two pages should be reserved for each employee, and every case of discipline is to be recorded therein; the left hand page for charges and penalties, and the right hand page for credits and cancellations.

3. You will furnish at terminals, and at other points where bulletin boards may be maintained, a special board for posting record bulletins. The bulletins are to be consecutively numbered. The charges on the record book are disciplinary; the record bulletins are educational. The bulletins should give a brief and concise statement of each case of deviation from rules or from good practice, etc., which has resulted in discipline, omitting the name, date, train, locality, and without otherwise identifying the person at fault; but stating the occurrence, how it happened, how it could have been prevented, the trouble or expense caused the company, etc., and the penalty inflicted. You will also add such comment as may be necessary to educate other employees on the subject at hand. Sample bulletin herewith. (Note: It is not necessary to issue a bulletin for every small offense, if a similar case has been recently bulletined.)

4. A copy of the record bulletin will be mailed to the employee at fault, and to others of his grade in the service who do not have access to the bulletin boards. After remaining on each board ten days, it will be removed and pasted in a scrap book kept at each terminal for that purpose.

You will please send me, for my information and subsequent approval, a copy of each record bulletin issued, noting on same, for use in this office, the name of the employee disciplined, date, train, locality, etc.

5. You will please exchange record bulletins with all other superintendents, so that each may know what violation of the rules or what commendable deeds have taken place on other divisions, may know what discipline and what educational efforts are being applied elsewhere, and that uniformity may prevail.

6. In case of a total of suspensions of any employee in excess of about ninety days in any one year, or of an accumulation of poor records, showing incompetence, or of a series of acts of negligence or of violation of the rules of good practice, you will call him to your office to explain his record. He should be shown his failures and afforded an opportunity to convince you that it will be to the interest of the company to continue him in the service; failing in which he will be dismissed.

7. In determining whether an employee should be dismissed on account of his accumulated record, or given further trial, there can be no fixed rule as to the number of times he has been disciplined, nor the aggregate time of nominal suspensions; but the number of cases against the employee, nature of same, length of service, his general character and conduct, and particularly whether there are two or more entries for the same thing, will all be considered as factors, as will also credits that may have been given.

8. The leading objects of the system of "Discipline by Record" are:

(a) To secure a higher state of efficiency. Strict discipline is essential to the successful operation of a railroad. No continuous service performed by man can be perfect, but a high state of discipline will produce a high class of service, and successful operation is dependent on good service.

(b) To avoid loss of time and wages of employees, and consequent possible suffering of those who may be dependent on their earnings, as well as demoralization of the employee by enforced idleness.

(c) To avoid that incorrect and pernicious feeling on the part of the employee who has been actually suspended, and thus lost money in wages, that he has paid the company for the loss and trouble he has caused, and that he can settle again in the same manner.

(d) To avoid the dismissal of an employee for a single violation of the rules or of good practice that does not injuriously reflect on his reputation, conduct, capacity or future usefulness.

(e) To judge each case of an erring employee on its merits, with due regard to his previous record and future availability, considered with reference to the interests of the company and its duty to its patrons. This to be done generally without regard to the cases of other employees.

(f) That all may become acquainted with each case for which discipline is imposed, and learn something from the failure of others.

(g) To encourage and stimulate all employees to co-operate with the officers of the company in all matters tending to produce harmony, economy, safety and efficiency, and thereby secure better service, resulting both in profit and credit to the company and to its employees, as well as increased satisfaction to the public. Each employee can work with the knowledge that the excellence of his record, the prospect of his continued employment, his promotion and final success, depend on his own good conduct and exertions. By notably good and faithful work, he can accumulate a stock of credits that will practically insure him against dismissal in case of some oversight or error that otherwise would deprive him of employment. The most efficient men will be encouraged, developed, benefitted and retained; while those who prove to be unfit for the railroad service, though dismissed, will be dealt with fairly and justly.

(h) To enable employee to gain in purse, in self-respect, in manliness, in interest in his work, in permanence of employment, in loyalty to the company, and in solicitude for its interests; by which the company expects to gain a man more contented, more intelligent, more courteous, more watchful and zealous for its interests, realizing that they are practically his own, thus securing a more harmonious, economical and efficient service, in which the element of force is not predominant.

9. As the system is admittedly experimental, suggestions and criticisms from all concerned are cordially invited.

10. The system of "Discipline by Record," originated by Mr. G. R. Brown, General Superintendent Fall Brook Railway, is already in successful use on a number of other roads, and is proving mutually satisfactory and beneficial to employees and to the corporations. It is introduced on the lines affected by this circular, in the belief that it will meet with the approval of all interested, and be directly beneficial to all.

General Supt.

SAMPLE BULLETINS.

The Atchison, Topeka & Santa Fe Railway Company.

— DIVISION.

(Office of Superintendent.)

TOPEKA, August 1, 1897.

RECORD BULLETIN, No. 1.

A train was stopped on main track in an obscure place on account of engine breaking down. Conductor at once directed flagman to go back to protect train, going forward himself to ascertain cause of trouble; after which he started to look after the flagman, thinking he might not get far enough back. Although the flagman had at least five minutes start of conductor, he was overtaken about three telegraph poles from rear of train. Conductor passed flagman and succeeded in stopping a following train, which could not have been stopped in time to avoid a rear end collision if flagged at the point where flagman was overtaken.

The conductor is commendable for his action in this case and he shall receive credit for same.

The flagman has been dismissed.

JOHN SMITH,
Superintendent.

A light yard engine started to go to freight house. The engineman, failing to notice that signal was against him, ran his engine off the track at derailing switch.

The engineman has been suspended fifteen days.

Since issue of bulletin dated ——— the following cars have been damaged by yardmen while switching:

Cars.	Cost of repairs.
—————	—————

Yardmen and enginemen are again cautioned that cars in yards must be handled with care. There is plenty of time to do work properly, and there can be no reasonable excuse for damaging the company's property in this manner to so great an extent.

A freight train bound east stopped at a station to do some work. Head brakeman, unknown to engineman and fireman, was cutting engine off; he leaned over the drawheads, resting his body on same to reach air cock on other side. Rear brakeman, not knowing what head brakeman was doing, gave back up signal to get the pin to cut train near the rear. Engine slacked back and body of head brakeman was caught between drawheads and he was almost instantly killed. Had he walked around the engine to get on proper side to turn cock, or had he climbed over the drawheads or even under them, as good practice required, he would not have been injured.

I take this opportunity to again impress on trainmen the danger of undue hurry, recklessness, or negligence in doing their work. The company does not ask or expect you to take any unnecessary risks of life or limb in the performance of your duties. You are directed to do your work properly, to take

ample time to do it safely and to know that all tools and appliances are in apparent good order. (See Book of Rules, page—).

A fireman was recently called to go out on his run. Caller found him helplessly intoxicated. The fireman has been dismissed. It is hoped this case will be a lesson and a warning to all other employees. Total abstinence from the use of intoxicating liquors is necessary in railroading. (See Rule—).

Southern Railway Company.

Office of General Superintendent.

WASHINGTON, D. C., April 23, 1897.

To Enginemen, Firemen, Trainmen and Yardmen:

Effective June 1, 1897, the following system of discipline of the employees in train and yard service of this company will be adopted:

1. The penalty of suspension from duty with loss of pay to employees will be abandoned.
2. The penalty for neglect of duty and bad conduct shall be by a reprimand, book suspension or dismissal from the service.
3. Discipline for offenses such as necessitate dismissal or discharge from the service of the company under present rules will be continued.
4. The present method of investigation will be continued.
5. A discipline record book will be kept in the superintendent's office in which an entry shall be made of every case of neglect of duty, violation of rules, bad conduct, etc., with the penalty imposed. There shall also be kept in this book a credit account in which record shall be made of excellent conduct, deeds of heroism, loyalty, etc., which shall be given full consideration in connection with the charges entered against each employee. These books will be open to the inspection of any employee for examination of his own record, but no employee will be permitted to examine the record of another.
6. Bulletins will be issued stating briefly and concisely the cause for each case of discipline, omitting name, date, train and location. Each employee disciplined will be furnished with a copy of the bulletin bearing on his case, giving expense to the company of property damaged or persons injured by his carelessness or failure to observe rules.

7. The record of employees will be examined from time to time by the superintendent (and other officers), and if it should appear that any employee is not a desirable person for the service, after a full consideration of his record, he may be discharged.

8. Each employee will be afforded an opportunity for appealing against any decision, but said appeal must be made in writing within ten days of receipt of notice.

9. This system is introduced with a view to enforcing a stricter observance of rules and regulations, and with the belief that it will be beneficial and will meet with the hearty co-operation of all concerned.

Approved:

F. S. GANNON,

Third Vice-President and General Manager.

W. D. GREEN,

General Superintendent.

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